



Unacceptable Behaviour Policy

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South Kesteven District Council
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Please note that copies of this policy and the supporting documentation including the incident report and witness statement forms can be downloaded from the Health & Safety page on the SKDC Intranet or by contacting the Council's Corporate Safety Advisor.

UNACCEPTABLE BEHAVIOUR POLICY

1. INTRODUCTION

People may act out of character in times of trouble or stress. There may have been upsetting or distressing circumstances leading up to the person's contact with the Council. Behaviour is not viewed as unacceptable just because a person is forceful or determined. However, the actions of people who are angry, demanding or persistent may result in unreasonable demands on the Council's Services, or unacceptable behaviour towards employees*. It is these actions that are considered unacceptable and the aim is to manage these situations under this Policy. The risk of employees encountering unacceptable behaviour is real and will be taken seriously.

This Policy does not cover issues in relation to the unacceptable behaviour of employees, these will be addressed through the Grievance Procedure and Disciplinary & Capability Procedure, as appropriate.

*For the purpose of this Policy employees will include those persons working for and on behalf of the Council such as contractors, agency staff and the like.

2. POLICY STATEMENT

South Kesteven District Council has a responsibility to provide a safe, healthy and civil working environment for its employees and people visiting its premises. It recognises that it has an obligation to strive to eliminate the distress/danger posed by unacceptable behaviour and will be fully supportive of those who are affected by unacceptable behaviour encountered as a result or during the course of their work.

3. DEFINITION

Unacceptable behaviour is grouped under the following broad headings:

Aggressive or Abusive

Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether verbal or written) that may cause employees to feel afraid, threatened or abused. Aggression directed towards employees is unacceptable.

Violence at work is defined as: -

“Any incident in which an employee perceives that they, their family or property have been abused, threatened or assaulted by a person with whom they come into contact in circumstances arising out of or in connection with the course of their employment”. This includes: -

- Physical attack whether visible injury occurs or not.
- Sexual or racial attack.
- Verbal abuse. This is when an employee feels an unacceptable threat has been made against them. It can include sexual or racial harassment.
- Animal attack. This is where an animal is used as a threat or tool of violence.
- Attack against property as a means of intimidating / threatening a member of staff.

Unreasonable Demands

This is where unreasonable demands on the Council are made through the amount of information that is sought, the nature and scale

of service that is expected or the number of approaches that are made to the Council by an individual. What amounts to unreasonable will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the individual. Examples of unreasonable demands include:

- Demanding responses within an unreasonable time scale
- Insisting on seeing or speaking to a particular employee
- Continual phone calls, letters, visits
- Repeatedly changing the substance of the contact or raising unrelated concerns

These demands become unacceptable and unreasonable if they start to impact substantially on the work of the Council such as taking up an excessive amount of employee time to the disadvantage of other functions.

Unreasonable Persistence

This is where individuals persist in contacting the Council when there is no further action or assistance that can be provided. This includes where the Council is unable to provide a level of service other than that already provided. Individuals may persist in disagreeing with the action, assistance or decision taken in relation to their contact with the Council or contact the Council persistently about the same issue. Examples of unacceptable persistence include:

- Persistent refusal to accept a decision made
- Persistent refusal to accept explanations as to what the Council can and cannot do
- Continuing to pursue a matter (for example complaint) without providing any new information

The way in which these individuals approach the Council may be entirely reasonable but it is their persistent behaviour in continuing to do so that is not. The actions of persistent individuals will be considered unacceptable when they take up what the Council regards as being a disproportionate amount of time and resources.

Harassment

This is a term that is generally used to define unwelcome and unwarranted behaviour which affects the dignity of an individual or group of individuals. It includes sexual harassment, racial harassment and bullying. The Council's Equal Opportunities Policy in Employment details issues of harassment and includes a process for reporting and investigating such incidents. The outcome of incidents of harassment may result in an individual being recommended for inclusion on the Exercise with Caution list.

4. MANAGING UNACCEPTABLE BEHAVIOUR

How unacceptable behaviour is managed will depend on the nature and extent. In all cases of unacceptable behaviour which should be agreed between the employee and their Service Manager an "Unacceptable Behaviour Report" should be completed. As part of the investigation by the Service Manager, statements on the witness statement form should be provided by the employee and any witnesses.

It may be that the incident is recorded, investigated and reported in accordance with this Policy and no further action is required to be taken against the individual. However, where the unacceptable behaviour adversely affects our ability to do our work and provide a service to others, it may be necessary to restrict and manage an individuals' contact with the Council in order to protect employees and control the individual's unacceptable behaviour. The Council will aim to do this in a way, wherever possible, that allows the individual contact but under a controlled means in order to protect employees

and others. We may restrict contact in person, by telephone, fax, letter or electronically or by a combination of these.

In cases of aggressive or abusive behaviour we may end direct contact with the individual unless within a controlled environment or through a third party.

Where restrictions/recommended guidance is needed for an individual this will be agreed between the employee and their Service Manager and detailed on the “Unacceptable Behaviour Report” prior to forwarding the report to the Healthy Communities Reactive Duty Officer. Following agreement of such restrictions/recommended guidance the individual will be placed on the Council’s “Exercise with Caution” list and advised of such entry, to include details of restrictions/recommended guidance.

In reported cases of unacceptable behaviour the Police may be involved and further legal action may be taken against an individual.

5. RESPONSIBILITIES

A. The Council will, so far as is reasonably practicable: -

1. Endeavour to minimise the risk to employees by providing a safe, healthy and civil work environment.
2. Provide suitable resources in order to facilitate training for employees who may have to face difficult customers and be subject to conflict in the course of their work.
3. Not tolerate unacceptable behaviour directed towards its' employees or their property by members of the public during or outside working hours, which are as a result of their employment by the Council.

B. Service Managers must ensure their own and their employees' health, safety and welfare at work, so far as is reasonably practicable.

Specifically they must: -

1. Ensure they are familiar with and adhere to this Unacceptable Behaviour Policy, procedure and any relevant guidance.
2. Ensure all risk assessments include a consideration of unacceptable behaviour as part of work activities.
3. Develop and provide clear information on their services' arrangements and workplace procedures for preventing or dealing with situations where unacceptable behaviour may occur.
4. Ensure that employees receive and participate in any training relevant to dealing with customers and preventing issues of unacceptable behaviour.
5. Encourage employees to discuss their concerns in situations where they may feel uneasy or worried.
6. Ensure their employees report incident(s) of unacceptable behaviour even if they do not wish further action to be taken.
7. Ensure all reported incidents of unacceptable behaviour are investigated fully. This includes completion of the "Unacceptable Behaviour Report" form and the taking of statements on the approved forms. Where applicable photographs and other relevant evidence should be provided.
8. Send the completed form, statements and any other documentation to the Healthy Communities Reactive Duty Officer as soon as is reasonably practicable & no more than **1 week** from the date of the incident.
9. Provide suitable support to any employee who becomes a victim of unacceptable behaviour. Human Resources & Organisational

Development will arrange the access to external help, should an employee so wish.

10. Make arrangements for incident reporting, investigation and support to take place in the absence of the Service Manager.
11. Ensure they have a current, up to date “Exercise with Caution” list and inform their employees of the availability of the list and any amendments on a need to know basis.
12. Establish a system for ensuring that entries on the “Exercise with Caution” list are suitably flagged on software systems where these are available.

C. Employees must: -

1. Accept their prime responsibility for their own safety and that of others who may be affected by the work of the Council.
2. Accept responsibility for their own safety should any incident arise through their work for the Council.
3. Follow all policies, procedures and arrangements that apply to their day-to-day work.
4. Participate in training provided by the Council.
5. Report incidents of unacceptable behaviour to their Service Manager & complete the relevant report form, statements etc in conjunction with that manager.
6. Avail themselves of any counselling, welfare or support that is provided and deemed necessary by the employee and/or their manager.
7. Ensure that if they are aware of information from the “Exercise with Caution” list and that the information in their possession is kept safe, secure and confidential.

D. Healthy Communities Reactive Duty Officer must:

1. Provide support and advice to employees and the Service Managers at the time of an incident and during its investigation.
2. Review the incident report form, statements and any other relevant documentation.
3. Consider learning outcomes from the investigation especially relating to incident prevention & potential corporate responsibility.
4. Complete the appropriate section on the incident report form before it is sent to the Independent Adjudicator.
5. Assess the ongoing/current situation with regards to individuals who are at their review date prior to removal from the “Exercise with Caution” list.
6. Ensure that this Policy and its’ procedures are reviewed as necessary and in consultation with employees and management.

E. Independent Adjudicator, a Corporate Head, must:

1. Assess each case on an individual basis challenging information where appropriate.
2. Determine whether the individual should be included on the “Exercise with Caution” list based on the information provided and the likelihood of a similar incident occurring despite best preventative efforts. This should be documented and signed off on the incident report form.
3. Give feedback to the Service Manager and employee as appropriate.
4. Seek further advice from the Healthy Communities Reactive Duty Officer as appropriate.

5. Ensure that each individual placed on the “Exercise with Caution” list (after an incident adjudication) receives the appropriate letter and incident report detail informing them. The list and appropriate letters are held by the Chief Executives PA. The standard letter available can be tailored to suit individual cases.
6. Review the list on a periodic basis with the Council’s Monitoring Officer considering each case on its’ merits. Matters for consideration should include dates, list amendments.
7. After determination, the completed incident report form and relevant documentation should be sent to HR to be placed on the employees’ personnel record.

F. Chief Executive’s Admin Office must:

1. Prepare and send the appropriate letter to individuals who are to be placed on the “Exercise with Caution” list following notification from the Independent Adjudicator.
2. Add the correct details regarding any new incidents to the list, including the originating service and any recommendations.
3. Maintain a file for copies of the report forms, supporting documentation and letters prior to forwarding the originals to HR&OD.
4. Complete the review date as 3 years from the date of the incident.
5. Consult with the Healthy Communities Reactive Duty Officer prior to removing individuals from the list at their review date.
6. Forward the list to all Service Managers at least once a year (April) and in addition as and when the list is updated / amended.

G. Human Resources and Organisational Development Service Manager must:

1. Ensure that individual's records are updated following a reported incident.
2. Arrange support for individuals affected by an incident as deemed necessary and agreed with the employee.

The timescale from receipt of the Incident Report form by the Healthy Communities Reactive Duty Officer to Human Resources and Organisational Development should be a maximum of ONE WEEK.

6. REPORTING INCIDENT PROCEDURE

1. When an incident has occurred, the first priority is the well being of the employee and/or any third party affected. Where appropriate, emergency help should be sought from a first aider, the Ambulance service, A&E at the nearest hospital or the employees' GP.
2. Following an incident, the Police may be contacted and the employee and their Service Manager may be required to provide statements and assist with criminal offence enquiries.
3. As soon as is reasonably possible, the employee and their Service Manager should **together** complete the "Unacceptable Behaviour" report form. The form contains details of the incident and outcomes. Statements should be taken from the employee(s) concerned and any witnesses, using the standard statement forms. Any other relevant evidence should be submitted with the incident form.

4. Careful consideration should be made of the issues surrounding the incident(s) to determine whether steps can be taken to prevent similar incidents occurring. This may require re-examination of the service's risk assessment in conjunction with the Corporate Safety Adviser.
5. Particular attention needs to be paid to trigger actions, contributory factors or critical sequences of events.
6. Service Managers should review and update, as appropriate their service procedures.
7. After consideration of the facts, the Service Manager can recommend on the incident form that the individual be suggested for inclusion on the "Exercise with Caution" list. Consideration should also be given to repeat or previous incidents involving the individual.
8. The Service Manager in conjunction with the employee and any others relevant to the incident/investigation should also put forward any restrictions/ recommended guidance for the individual on the report form. The following are examples of guidance recommendations which can be used to deal with the individual:
 - 1) No home visits should be carried out.
 - 2) Home visits should only be carried out in pairs with open communication link to office base.
 - 3) Where repeated phone calls are being made to staff these should be logged accordingly and where necessary calls are terminated as soon as information is disseminated or the call becomes abusive.

- 4) Senior managers should monitor contact with the individual and co-ordinate this information in order to establish whether the situation is deteriorating for example harassment.

Within the Council Offices/premises the individual should be:

- 5) Seen by 2 staff members, the second to act as a witness.
- 6) Kept in a public area under CCTV coverage where available.
- 7) Not be taken into individual booths/open interview rooms unless these are suitably screened or provided with CCTV.
- 8) Asked to leave and advised that police assistance will be sought where repeated, unnecessary and abusive visits are made.
- 9) Seen by agreed appointments only.

The above recommendations are not exhaustive. The result of the investigation by the Service Manager may result in additional or more appropriate recommendations being attached to the individual on the Exercise with Caution listing.

9. The Service Manager should retain all the original documents relating to the incident for future reference.
10. A copy of the unacceptable behaviour report form, statements and any other evidence should then be forwarded to the Healthy Communities Reactive Duty Officer for their comments and onward submission to the Independent Adjudicator. The Healthy Communities Reactive Duty Officer should receive all documentation as soon after the incident as possible and no later than 1 week from the date of the incident.

11. A Corporate Head acts individually as the independent adjudicator to assess the incident, based on the information provided. They may have to further investigate an incident to ensure they are in full possession of the facts. They have final responsibility to determine whether the individual will be placed on the “Exercise with Caution” list as a result of the incident.

An individual can only be placed on the list where:

- a) An incident has been reported through the “Unacceptable Behaviour” reporting procedure and the incident assessed by the independent adjudicator who has the authority to add a name to the list. The independent adjudicator is obliged to advise the individual that their name and details are being placed on the list for a period of three years. The perpetrator will also be advised of the guidance recommended which is attached to their entry on the list. If after three years there have been no further incidents their name will be removed. This complies with Data Protection Act guidelines.

Or

- b) Information concerning that individual has been provided by a responsible third party such as the police, probation service, health authority, GP, social services. The information provided should be such that additional precautions are taken by such third parties to protect themselves and their employees from such individuals as a result of information held under their jurisdiction. In these cases the individual will be advised that they are on the Council’s list as a result of a referral through a third party and the list will be marked and annotated as to the origin of the individuals’ referral.

12. The “Exercise with Caution” list is a confidential document and should be kept in a secure place, yet accessible to those staff on a need to know basis. It is held and administratively updated by the Chief Executives’ PA. All Service Managers will be provided with the list as and when it is updated and at least once a year (April). It is the Service Managers’ responsibility to decide how that information is used, stored and brought to the attention of

employees within their service. Where such a list is held on an individual service's computer system there must be a known method and nominated person to manage and monitor the records.

13. In addition to supporting employees regarding their welfare & any criminal investigations, the Council will also consider supporting any employees who wishes to make a formal complaint or pursue civil action against an individual.
14. Other appropriate and additional action may be taken against tenants displaying unacceptable behaviour.

7. COMPENSATION

Employees are covered by the personal accident policy held by the Council for injuries arising from assault. Payments are made in line with the details laid out in that policy. Applications for compensation should be made through the Insurance Officer and the HR&OD Service Manager who will take action on the report of the incident and the receipt of medical reports.

Helen Kettle, Healthy Communities

Dated: November 2009

Review: November 2011

Reporting Incident Responsibilities Flow Chart

STEP 1: SERVICE MANAGER

1 WEEK FOR STEP 1

- Complete form in conjunction with employee.
- Consider employee support and the need for inclusion of the perpetrator on the exercise with caution list & guidance recommendations
- Gather information including statements, photos etc, in anticipation of potential further action
- Review risk assessment & operational procedures to prevent reoccurrence of similar incident
- Send a copy of all documentation to the **Healthy Communities Reactive Duty Officer**

STEP 2: HEALTHY COMMUNITIES REACTIVE DUTY OFFICER

MAX 1 WEEK FOR STEPS 2 & 3

- Examine documentation, ensure satisfactorily investigated
- Complete appropriate comments section on form. Include detail re inclusion of perpetrator onto the "Exercise with Caution "list
- Send completed form and any relevant documents to the **Independent Adjudicator** – any one of the Corporate Heads - for comments and consideration of inclusion on the "Exercise with Caution "list

STEP 3: INDEPENDENT ADJUDICATOR

- Complete appropriate comments section on form.
- Include detail re inclusion of perpetrator on the “Exercise with Caution “list.

- Ensure that any person added to the list is informed by letter in accordance with the Information Commissioners Office guidance notes

- Set a review date for the listed person

- Review the list with the Monitoring Officer to ensure that review dates are appropriate for the nature of the incident and have been met.

- Send signed off copy of the completed incident report form and all documentation to **HR &OD**

UNACCEPTABLE BEHAVIOUR

INCIDENT REPORT (CONFIDENTIAL)

To be completed by the individual AND their Service Manager

Date of Incident	Time	Location of Incident
Employee Details		
Name	Address	
Job Title		
Section	First Contact Informed	
Perpetrator Details (if known)		
Name	Address	
Sex		
Any Other Details (description)		
Witnesses (if any)		
Name	Name	
Address	Address	
Work Activity at time		
Type of Incident		
<input type="checkbox"/> Physical threat/ attack	<input type="checkbox"/> Verbal abuse inc. harassment	<input type="checkbox"/> Sexual / racial attack
<input type="checkbox"/> Animal attack	<input type="checkbox"/> Attack on property	<input type="checkbox"/> Unreasonable demands
<input type="checkbox"/> Unreasonable persistence		
LIST OF STATEMENTS & ANY OTHER EVIDENCE ATTACHED (statements should be provided from the employee and any witnesses)		

Nature /extent of injury			
Treatment / Support			
Sick Leave taken	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Dates:
Police Informed	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Incident No.
Healthy Communities Reactive Duty Officer informed Yes <input type="checkbox"/> No <input type="checkbox"/>			
DECLARATION BY EMPLOYEE: The information provided in this report is accurate to the best of my knowledge			
Signed	Dated		
SERVICE MANAGER to complete the following:			
Actions / recommendations necessary (Consider guidance recommendations and review of risk assessment procedure)			
Suggest inclusion on "Exercise with Caution" list Yes <input type="checkbox"/> No <input type="checkbox"/>			
Recommended Guidance No's.....			
Service Manager Signature		Date	

HEALTHY COMMUNITIES REACTIVE DUTY OFFICER - comments

Inclusion on Exercise with Caution list Yes / No

Recommended Guidance No's.....

Signature: _____ Date: _____

INDEPENDENT ADJUDICATOR - comments

Inclusion on Exercise with Caution list Yes / No

Recommended Guidance No's.....

Signature: _____ Date: _____

HR Record updated:

Copy to:

Healthy Communities Reactive Duty Officer for comments & forwarding to the Independent Adjudicator (any Corporate Head).

The Independent Adjudicator to action “exercise with caution” inclusion via the Chief Executive’s PA.

Completed form and documentation sent to HR&OD

Employee Guidance Notes

General Guidance

It is both a manager's duty and an employee's responsibility to assess the risk of unacceptable behaviour in service provision.

Through a comprehensive review process employees need to explore collaboratively and in some detail, those duties, interactions with people and/or locations, which could place them at risk of facing unacceptable behaviour.

Where potential problems have been identified managers, working with employees, then need to put in place controls to:

- **Eliminate** the problem by rearranging the task, process, route etc.
- **Substitute** the potentially at risk working practices with other safer ones
- **Contain** the problem in specific locations, times etc.
- Provide adequate supervision and support for any employee who might face an unacceptable behaviour situation
- Ensure all employees receive relevant information on work policies, procedures and practices.
- Provide training & guidance on what to do and how to handle situations to all employees who might face unacceptable behaviour.
- Regularly review operational procedures to ensure safe systems of work are in place and adhered to by employees

- Provide Personal Protective Equipment (PPE) and other such equipment, as appropriate to the work that has to be done, e.g. mobile phone to call for help, personal security alarms etc.

The hazards and the strategies to address them should be recorded in the service specific section of the service risk assessment manual.

The risk assessment review process and choice of appropriate control measure should apply to all employees who undertake that duty, regardless of hours worked.

It is important that short contract/ temporary employees are well informed about the safe working practices that are in place.

Guidance Specific to Office Areas

General Risk Management

Managers should incorporate office specific hazards in their risk assessments.

When at work employees should wear their identity badge at all times, to differentiate themselves from the general public, visitors and intruders.

At lunch breaks and when off duty, employees are advised to avoid displaying their identity badge to ensure privacy.

From time to time managers may need to monitor the behaviour of employees to help individuals to avoid inadvertently aggravating difficult situations.

Training, guidance and support should always be accessible to all employees, regardless of age, race, gender, disability, religion, culture, beliefs, sexual orientation and / or hours worked.

Doors

Secure door entry systems are in place to ensure that only employees, Councillors or authorised visitors access parts of Council buildings.

During the induction of new employees to their service, managers must ensure that employees know the current door entry procedure. Where keypad systems are in operation the need to keep the codes confidential should be stressed, and any breach referred to management.

Doors to reception areas and fire doors should not be propped open to prevent unauthorised access and for fire and safety risks

Reception areas

Good lighting, easy access, an inviting atmosphere, clear signage regarding queuing arrangements, accessible information and reading material for those who have to wait, play space for children, all help create a friendly environment. Such environments assist in minimising the risk of unacceptable behaviour.

Public/waiting areas should be assessed for items that could be used inappropriately or for example as missiles.

Access from public areas to staff work areas should be controlled.

Panic Alarm systems.

If panic alarm systems are in place, managers should ensure that all employees are aware of their existence & the procedure to follow should it be activated. Alarm systems should be maintained and managed in order to ensure that these remain current and effective.

Interview / meeting rooms

In addition to the points raised regarding reception areas, interview rooms should have vision panels, easy exits for employees to use and panic buttons fitted.

There needs to be scope for paired and secure interviews to take place for individuals with a history of unacceptable behaviour. Managers should be aware of and should monitor interviews in progress, on the alert for situations that might put employees at risk.

Lone Working

A lone worker is a person who works by himself or herself without close, direct supervision.

It describes employees who work at a fixed base alone, who work away from a fixed base (making visits, interviews etc.), who work outside normal hours, who are mobile workers or who work at home.

Employees working away from their base on Council business are not necessarily in an environment that they can control. For this reason, the risk assessments for lone working need to be comprehensive and it is vital that employees and their managers work together in both identifying the hazard and risk and the appropriate control measures that will work in practice.

Service and task specific checklists and procedures are therefore crucial to ensure appropriate preparation for the offsite work. There must also be adequate monitoring & contact whilst an employee is away from the base.

The procedures and checklists may define the phones, personal safety alarms etc that an employee must take with them. Phones should be pre-programmed with key contact phone numbers for speed of use in an emergency. All employees that work alone must ensure that they know how to use the particular phone issued.

The procedures should include itinerary arrangements and details, frequency, format and timing of contact with the base. Check back arrangements need to be explicit. Particular attention should be paid to contact arrangements for employees in higher risk situations such as working out of hours and or for those employees who work with people with mental health, drug / alcohol related issues. This may require a manager to be contactable at home.

The procedures and checklists should address action sequences should an employee fail to contact base as planned.

Managers have the responsibility to ensure that the procedures and checklists are up to date for the work involved and that they are followed.

Where procedures and checklists are in place to support employees who work off site and / or alone, employees must make sure they fully understand what they have to do and should seek advice as necessary. Where code word arrangements are in place to alert base employees that a lone worker is in trouble these must be universally understood and should trigger immediate contingency arrangements.

Lone workers must check for prior history and local knowledge so that they are fully briefed and prepared for the work they have to do.

When an employee has been working offsite and they return to their base there should be feedback opportunities built into the procedures.

During Offsite Meetings / Interviews / Appointments

Each employee has to take responsibility for their own personal safety during offsite work. Using common sense to work safely and professionally, employees must follow all procedures and assess risk on an ongoing basis whenever they are away from their base.

This means assessing each activity/ meeting/ interview / location / person for risk of unacceptable behaviour.

Employees should terminate appointments if there is an unmanaged risk of unacceptable behaviour. Lone workers are advised to wear their ID badges.

It is good practice for employees to ensure that they can withdraw/ leave room/ access the door should they feel, during the course of their work, that they are at risk.

If they have used a vehicle to get to the appointment, it should, where possible, be parked with easy access to the driving seat and in a clearly lit and open area.

If an employee is making a home visit, they should remember to respect the other person's home territory. In particular they should try not to offend when in another person's home and be observant of cultural / religious considerations.

All employees who work off site / alone need to be sensitive to signs of unacceptable behaviour and have the confidence to end a meeting if concerned about their personal safety.

Employees should have access to training to recognise the onset of unacceptable behaviour and how to calm / diffuse a situation.

Within the working procedures they should be encouraged to end a meeting and return to the office if an offsite meeting becomes problematic.

If an employee has to work with individuals with a known history of unacceptable behaviour or is required to visit isolated/ vulnerable situations it is the manager's responsibility to ensure that the risk is assessed before the employee undertakes the visit and any known information about the person / location is made available.

A manager has the prerogative to forbid the visit if they feel the risk is too great or if they feel that an employee underestimates the risk

Employees should be aware of the impact of alcohol, drugs, illness or personal stress in creating unpredictable behaviour. Managers, in monitoring day to day activities and reports, can observe traits and

trends that might warrant a revision to the day to day procedures. Specific training is available covering alcohol and substance use.

Timing of appointments offsite is an important consideration i.e. before pub opening hours rather than after closing time.

Travelling in the Course of Work

Employees are expected to drive carefully at all times, avoiding putting themselves at risk.

Before any journey they should leave an itinerary in accordance with their services' operating procedures and should advise their base contact if, for any reason, they have to change the itinerary.

The vehicle should be maintained in good order and suitably fuelled. This should where possible be parked with easy access to the driving seat and in a clearly lit and open area.

If an employee becomes concerned about their personal safety, whilst on Council business, they should re-route themselves to a public, well lit & safe place (possibly within the range of a CCTV camera).

If they are travelling by vehicle they should remain in the vehicle, ensuring that the doors are locked.

Mobile phones should be available inside a car to telephone base for assistance. Help should be readily available & preplanned.

Following an incident arising whilst travelling, an incident report form should be completed. It may also be appropriate for the police to be involved.

Dogs

Aggressive dogs in themselves may threaten and intimidate employees.

Members of the public may also use their dogs to behave aggressively towards other individuals. In such cases dogs are being used as a threatening weapon and the advice to employees must be to withdraw from such a position of vulnerability, return to the office or initially a place of safety. An incident report form should be completed.

Ideally any rearranged meeting would be better taking place in a less threatening environment or with back up present, perhaps a more experienced officer or the police. This should be determined by any entry and guidance on the “Exercise with Caution” list.

Lone Worker Checklist

General Travel, offsite + onsite odd hours +home visits

- Do you know / understand the procedures to follow when you are working alone / offsite?
- Have you previewed the cases you are working on?
- Have you checked whether the individuals you are visiting are on the “Exercise with Caution” list?
- Have you considered whether you feel you need to be accompanied by a colleague?
- Have you made an appointment to visit?
- Are you familiar with the area / environment you are planning to visit?
- Do you know exactly where you are going?
- Have you planned to stay in well lit areas, avoiding dangerous short cuts?
- Have you attended dealing with difficult customer and conflict management courses to enable you to assess the situations?
- Are you aware of the attitudes, behaviours that can annoy clients and provoke unacceptable behaviours?
- Are you aware of your own personal “hot spots”?
- Can you defuse potential problems and manage aggressive reactions?
- Have you left your itinerary & contact arrangements with your base contact?

- Is your mobile phone with you, charged up and can you use it?
- Do you have out of hours contact phone numbers with you?
- Do you have a personal alarm to hand?
- Do you know how to use a personal alarm?
- Have you avoided wearing expensive jewellery or carrying bags that might suggest that you have money or valuables with you?
- Are you dressed appropriate for the job you have to do?
- Do you know what you have to do if you find yourself in a difficult situation?
- Can you park safely and ensure you can get away easily?
- Do you know how to fill in an Unacceptable Behaviour Report form, should an incident arise?

Signs and Signals Which may be an Indication of Aggression / Violence

(Please be aware that the following signs may also appear through a medical condition so you should not assume you are facing aggression / violence. It is more important that you avail yourself of any information that is relevant concerning the individual)

Body

Appears tense & agitated Increase in restless body movements

Voice

Pitch and volume changes
Shouting or muttering
Significant changes in pace of speech
Abrupt replies – with gesticulation
Speech- in general not directed at you
Sudden & unnatural quiet
Name calling, swearing, being deliberately provocative

Hands

Clenching to make a fist
Tapping fingers
Banging fist into palm
Thumping objects
Finger wagging

Arms

Rapid movement
Arms folded
Arms raised

Eyes

Dilated pupils
Increased eye movement
More intense eye contact
Breaking eye contact

Face

Increased muscular tension
Grinding Jaw
Sudden loss of colour

Feet

Tapping

Movement

Jostling, pushing

Unacceptable Behaviour

Witness Statement Guidance

There may be occasions when as part of an investigation into an incident(s) a witness statement is required to be taken or given by an employee. The following is some basic guidance as to contents and completion of the approved witness statement form.

Statement Structure

- **Occupation**, Job title, job responsibilities, service area, length of service
- **Day, date, time and place**
- **Set the scene**, include description of location, address, premises, roads etc.
- **Position of witness(s)**, include why you were there and what you were doing
- **What happened**, full account in a logical order for example: How they arrived/what they did/how they left/result of their actions.
- **What was said**, in direct speech: He said, “____”. I said, “____”. Use exact language used, don't worry about using bad language, say it as it is.
- **Description of any injury caused**
- **Description of person(s), others involved** (Identification evidence)
- **No one had a right to Do whatever. Compensation required? Authority to obtain medical evidence**

- **How did the incident affect you**, did it frighten you? Did it cause any ongoing affects such as stress, loss of sleep etc.

Identification evidence

- **Amount of time observed**, from start to finish of incident.
- **Distance**, in feet, metres or paces
- **Visibility**, daylight or night, daylight or dull, artificial lighting etc.
- **Known or seen the person before & how often.**
- **Any special reason for remembering**
- **Attitude, mannerisms, expressions**
- **Alcohol/drug related**

STATEMENT OF WITNESS

C.J. ACT 1967, S.9:

MAGISTRATES' COURT ACT 1980, SS.5A(3)(A) AND S.5B; CRIMINAL PROCEDURE RULES 2005, R27.1)

Statement of

Age of Witness

(If over 18 enter 'over 18')

Occupation of Witness

Address

Telephone Number

This statement (consisting of pages each signed by me) is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.

Dated this _____ day of _____ 200____

Signed:



your council working for you

South Kesteven District Council
STAMFORD • GRANTHAM • BOURNE • THE DEEPINGS