

ORKNEY ISLANDS COUNCIL
COMMUNITY SOCIAL SERVICES
DEPARTMENT

POLICY, STANDARDS AND PROCEDURES

MANAGING CHALLENGING BEHAVIOUR

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TABLE OF CONTENTS

	Page
Aims and Objectives	2
Standards	4
Orkney Islands Council and Department of Community Social Services Health and Safety Policy	7
Introduction	8
Challenging behaviour in residential and day care: Strategies for Crisis Intervention and Prevention (Revised)	11
Challenging behaviour in a community working/lone working situation	16
Challenging behaviour by members of the public: The role of reception based staff	21
Consent for SCIP System provision: The role of the care planning process	26
Staff issues	30
Training	32
Appendix one: Role of the Departmental SCIP Instructors	34

AIMS AND OBJECTIVES

Aims

1. To develop the Strategies for Crisis Intervention and Prevention (Revised) System as the preventive, systematic and proactive approach to the management of crisis in residential and day care settings; thereby ensuring a safer care environment for both service users and staff.
2. To recognise the particular difficulties encountered by staff who work alone and at times in isolated circumstances when providing care and support services for service users; and to ensure that these staff are protected accordingly.
3. To recognise the particular difficulties encountered by office based staff when providing reception and information services for members of the public; and to ensure that these staff are protected accordingly.
4. To ensure the safety of all staff who may be at risk from challenging behaviour of any kind; this to be achieved by providing staff with sufficient knowledge, skills, training and support in order to enable them to work safely and to increase their competence and confidence when dealing with crises.
5. To recognise the importance of current data protection legislation where there is a requirement to share sensitive personal information relating to service users with challenging behaviour; and to ensure compliance with this legislation.

Objectives

1. To ensure that the challenging behaviour needs of individual service users are identified as part of their social care assessment; the assessment to be carried out in full consultation with the service user and main carer (normally a family member) if appropriate.
2. To ensure that, in those circumstances where a service user is assessed as having challenging behaviour, an inclusive risk assessment which incorporates the appropriate SCIP System interventions is carried out; and then incorporated into her/his care plan.
3. Within a residential or day care setting, promote the SCIP System as the method through which service users with challenging behaviour will be supported safely; and provide both managers and staff with SCIP System training in order to ensure safe working.
4. Within a lone working/community working situation, promote the SCIP System and other appropriate risk control methods in order that service users with challenging behaviour will be supported safely; and provide both managers and staff with SCIP System training and other specific training as may be necessary in order to ensure safe lone/community working.

5. To monitor existing SCIP System arrangements in order to ensure adherence to these.
6. To review as necessary the internal SCIP System training and practice arrangements and the SCIP System accreditation and licensing system arrangements; and to update and/or modify these as required in changing conditions.
7. Within a reception situation, promote the management of those situations whereby members of the public with challenging behaviour pose a threat to reception and other office based staff; and provide both office based managers and staff with appropriate training and information as may be necessary in order to ensure safe working.
8. To comply with current health and safety, data protection and other legislative requirements at all times.

STANDARDS

Service users and main carers can expect:

1. To be assured that, where their care is provided within Department of Community Social Services' premises, every effort will be made to ensure compliance with current health and safety and other legislation, including compliance with the SCIP System.
2. To be assured that, where their care is provided in their own homes, or in premises not owned by the Department of Community Social Services, every effort will be made to ensure compliance with current health and safety and other legislation, including compliance with the SCIP System; this within the constraints imposed by the lack of ownership of the premises by the Department.
3. That all staff involved in meeting their individual care needs will be trained in both the SCIP System and other relevant health and safety matters.
4. That all necessary SCIP System and other safety procedures will be in place and observed at all times.
5. That their care setting will be protected by a general risk assessment.
6. That in those circumstances where the general risk assessment fails to adequately meet their needs, an individual risk assessment will be carried out; and that they will be fully involved in the risk assessment process.
7. That where the individual risk assessment identifies the need for SCIP System physical interventions, they will be consulted regarding this.
8. That in those circumstances where they are involved in a potentially threatening or aggressive incident, staff will make every effort, using the various SCIP System de-escalating methods in which they are skilled, in order to defuse the situation before it becomes serious.
9. That in those circumstances where a duty of care and this Policy, Standards and Procedures indicates that physical restraint is essential in order to avoid injury to themselves or others, minimum physical intervention will be used as prescribed by the SCIP System.
10. That following a threatening or aggressive incident, they will be included in discussions with staff and appropriate others with regard to the incident; and will continue to receive support as is necessary.
11. That all matters relating to their personal circumstances will be held in confidence as per the Department of Community Social Services' Confidentiality Policy and current data protection legislation.

12. That they will have free access to the Department of Community Social Services' Representations and Complaints Procedure; and assistance where necessary to make a complaint or representation.

Managers and staff can expect:

1. To have access to the Orkney Islands Council and Department of Community Social Services Health and Safety Policy Document; and the Managing Challenging Behaviour Policy Document.
2. That they will receive all appropriate health and safety training as may be necessary in order to carry out their respective tasks safely; and this will include SCIP and other appropriate training for managing challenging behaviour.
3. That all necessary safety procedures will be in place and observed; and that the process will seek to ensure their health and safety at all times.
4. That their place of work will be protected by a general risk assessment.
5. That in those circumstances where the preventative measures contained within the general risk assessment fails to adequately control identified risks, individual risk assessments will be carried out.
6. That in those circumstances where they are involved in a potentially threatening or aggressive incident, they will not be put into a position of known risk without adequate preparation and support; equally, they will not put themselves into a position of known risk without adequate preparation and support.
7. That in those circumstances where a duty of care and this Policy, Standards and Procedures indicates that the physical restraint of a service user is essential in order to avoid injury to themselves or others, they will carry out the minimum physical intervention as prescribed by the SCIP System in the knowledge that they will receive the full support of Orkney Islands Council, including legal representation, when carrying out their duties.
8. That following a threatening or aggressive incident, they will be included in the debrief and receive other advice and support as may be necessary from their manager.
9. That all health and safety arrangements will be subject to monitoring and review as may be necessary in order to ensure their continued relevance.

ORKNEY ISLANDS COUNCIL AND DEPARTMENT OF COMMUNITY SOCIAL SERVICES HEALTH AND SAFETY POLICY

Orkney Islands Council currently provides a Health and Safety Policy which relates to all Departments of the Council. The Department of Community Social Services currently provides a Health and Safety Policy which relates to all teams/sections/units of the Department.

The Departmental Health and Safety Policy has three main aims. Firstly it clearly sets out the health and safety responsibilities of the Director, heads of services, service managers, team/unit managers, supervisors and all staff. Secondly it describes the health and safety arrangements through which health and safety legislation will be achieved within the Department of Community Social Services. And thirdly it describes the process of risk assessment within the context of the Department of Community Social Services.

Within the Department of Community Social Services Health and Safety Policy Document is the Orkney Islands Council Health and Safety Policy which is included at appendix. Also included at appendix is the Orkney Islands Council Risk Assessment Pro Forma.

Although the Department of Community Social Services Health and Safety Policy is the core document through which the Department aims to meet its statutory health and safety obligations, there are a further five related health and safety policies. These are Food Safety, Reporting and Control of Infectious Conditions, Transport, Moving and Handling and Managing Challenging Behaviour.

It must therefore be clearly understood that, when considering this the Managing Challenging Behaviour Policy, it should not be considered in isolation; but rather this document must be considered within the context of the Departmental Health and Safety Policy.

INTRODUCTION

Purpose of the procedure

The purpose of the procedure is to:

1. Promote the view that challenging behaviour must never be considered acceptable within the Department of Community Social Services; while recognising that for some service users, challenging behaviour may result from, or be a symptom of, a particular illness and/or condition.
2. Promote the view that it is the challenging behaviour which is unacceptable, not the service user.
3. Provide a definition of challenging behaviour.
4. Promote an understanding of the reasons for the range of challenging behaviour which currently exist.
5. Promote de-escalation and minimum physical intervention as the basis through which a safe resolution of challenging behaviour will be achieved.

Contents

1. Responsibilities
2. Introduction
3. Definition of challenging behaviour
4. Challenging behaviour as serving a purpose

1. Responsibilities

- 1.1 The team/unit manager with responsibility for the service provided is responsible for the promotion of the procedure among her/his staff.
- 1.2 All staff who may be at risk from challenging behaviour are responsible for familiarising themselves with the procedure.

2. Introduction

- 2.1 Aggression and sometimes violence directed at staff while carrying out their duties is always a possibility, even in those areas of work traditionally considered not to be at risk. When such incidents do occur the effects on both staff and service users can be lasting and painful.
- 2.2 Orkney Islands Council Department of Community Social Services is committed to caring for staff and service users alike and recognises that, for a variety of complex reasons, staff and service users may at times be at risk due to challenging behaviour.
- 2.3 It is recognised that, due to the nature and complexities of the work of the Department of Community Social Services, there will always exist the potential for aggression and violence to be directed against staff and service users. However, this must never be considered to be an acceptable part of any staff member's role or responsibility; nor

should any staff member consider it to be her/his duty to accept aggressive or violent behaviour directed towards them.

- 2.4 Challenging behaviour happens, to a greater or lesser extent, across the whole range of service areas including residential care, day care, home care, field work and in reception areas where office based staff interact with members of the public both in person, and by telephone. This policy is intended to provide guidance for managers and staff across the whole range of potentially aggressive or violent situations, from the older person with dementia who is resident in a care home, through to the irate member of the public at a reception desk.
- 2.5 It should be noted that incidents of aggression and violence occurring between fellow employees of Orkney Islands Council are not considered as part of this policy. Such incidents are considered as part of Orkney Islands Council's Bullying and Harassment Policy.

3. Definition of challenging behaviour

- 3.1 Challenging behaviour may be considered to be any situation or incident where a member of staff, service user or member of the public is subjected to any behaviour which has the potential to cause harm of any kind; and which requires some form of intervention in order to achieve a peaceful resolution.
- 3.2 Challenging behaviour manifests itself in a variety of different ways including physical assault; verbal abuse; threatening posturing and gestures; self harm; absconding; the use of animals to threaten and intimidate; sexual or racial harassment; intimidation through attacks against property.
- 3.3 In seeking to apply this definition of challenging behaviour, it must be recognised that all forms have the potential to be equally damaging. For example, sexual or racial harassment may cause psychological trauma and stress to the victim which has a more serious and lasting effect than if s/he had sustained a physical assault.
- 3.4 It must also be recognised that some forms of challenging behaviour are easily identified, for example, physical assaults and explicit threats. Other forms are not so easily identified, for example, verbal abuse. This is because of the subjective nature of words or gestures which may, for some people, be quite acceptable; and for others may be deeply offensive or threatening. It is therefore essential that staff retain a sense of proportion in identifying those behaviours which cause a genuine threat; and those behaviours which simply cause annoyance.

4. Challenging behaviour as serving a purpose

- 4.1 Although challenging behaviour among individual service users may result from, or be a symptom of, a particular illness and/or condition, it should not be seen as an inevitable manifestation of a particular illness or condition. Rather, the behaviour should be seen as serving a necessary purpose for the individual service user by, for example, providing an opportunity to communicate.

- 4.2 Challenging behaviours are largely learned through a history of interactions between the individual service user and her/his environment. The behaviour may be an attempt by the service user to communicate her/his unmet needs or wants. In some cases a single behaviour may be maintained in order to achieve several outcomes; while in other cases a group of behaviours may be maintained in order to achieve a single outcome.
- 4.3 Whatever the reason for the challenging behaviour, it should always be recognised that it may indicate that the individual service user is experiencing some stress or difficulty which s/he is unable to communicate; a sensitive response from staff may therefore contribute significantly towards de-escalating the situation. It must also be recognised that it is the behaviour which is considered to be unacceptable, not the service user.
- 4.4 When confronted with aggression or violence from members of the public, the situation is less clear. For example, when presenting at the reception desk an individual may have a psychological or drug/alcohol related condition not known to the staff dealing with the enquiry. Equally, it may be that the individual has a particular view with regard to social services staff due to, for example, having failed to secure a service in the past. Clearly a different approach is needed but the emphasis should nevertheless be on de-escalation of the situation.
- 4.5 Whether the challenging behaviour comes from service users or from members of the public, the main objective should always be to bring the immediate situation under control through de-escalation thereby minimising the risk of injury to all involved. To that end the Department of Community Social Services places a high priority on managing challenging behaviour.

CHALLENGING BEHAVIOUR IN RESIDENTIAL AND DAY CARE: STRATEGIES FOR CRISIS INTERVENTION AND PREVENTION (REVISED)

Purpose of the procedure

The purpose of the procedure is to:

1. Describe the SCIP System and its relevance in meeting the needs of service users with challenging behaviour in residential and day care settings.
2. Ensure that any challenging behaviour needs which service users may have are identified as part of their general social care assessment for the service provided.
3. Ensure that where challenging behaviour is identified, a risk assessment is carried out.
4. Ensure that the identified challenging behaviour needs of service users are met through the SCIP System; and thereby develop a proactive approach in the management of crises.
5. Increase the competence and confidence of staff when dealing with crises.

Contents

1. Responsibilities
2. Why is the SCIP System needed
3. The SCIP System
4. Assessment
5. SCIP System provision
6. Monitoring and Review
7. Post aggressive incident

1. Responsibilities

- 1.1 The assessing officer (Community Care Services), the social worker (Children and Families Services) and the social worker (Criminal Justice Services) are responsible for the initial assessment of needs of service users; this should include the identification of any challenging behaviour needs they may have.
- 1.2 Where challenging behaviour has been identified, the assessing officer/social worker is responsible for identifying this to the team/unit manager who has responsibility for the service which is being requested.
- 1.3 The team/unit manager is responsible for carrying out an assessment of risk of the challenging behaviour needs of the service user. The risk assessment should be conducted jointly with the appropriate licensed SCIP System instructor. Wherever possible, the risk assessment should be carried out prior to admission to the service.
- 1.4 The team/unit manager is responsible for the provision of the agreed SCIP System interventions.

2. Why is the SCIP System needed

- 2.1 Within the care sector nationally, there has been a history of differing responses to challenging behaviour in the various residential, day and home care settings. Although there have been many examples of good practice, in some cases there has been a lack of empowerment and stimulation for service users; and little or no appropriate training for staff. This has led to inappropriate responses to crises such as the use of medication, the use of restraint devices, punishment and methods which cause panic and pain. There has also been a history of varying degrees of staff injuries.
- 2.2 The SCIP System has been adopted by the Department of Community Social Services as the method for managing challenging behaviour; and for promoting greater self care and independence for service users in a positive way. All staff working directly with service users of Departmental services will be trained in the SCIP System.

3. The SCIP System

- 3.1 The SCIP System is a complete methodology of proactive behavioural interventions which includes a range of therapeutic techniques and physical interventions; supported by monitoring and recording systems, a training programme, and appropriate review and evaluation.
- 3.2 Central to the SCIP System is the assessment of the individual needs of service users; and methods of preventing crises which have been tailored to meet their individual needs.
- 3.3 By use of the SCIP System, staff are enabled to assist service users to maintain their self control and to use proactive methods of behaviour change. In order to achieve this outcome, staff utilise a variety of both verbal and non verbal calming techniques depending on the individual service user.
- 3.4 Throughout, the SCIP System places the main emphasis on crisis prevention and proactive behaviour intervention. However, the SCIP System also recognises that there are occasions when it becomes necessary to respond to a behaviour crisis by the use of some form of physical intervention.
- 3.5 Physical interventions are only used in those circumstances where a service user is likely to harm her/himself or any other person/s. The physical restraints, which are specifically designed to avoid pain and panic, may only be used as a last resort, or where unavoidable.
- 3.6 Since it is clear that not all behaviours are similar in nature, it is therefore anticipated that a wide variety of different behaviours are probable. Individual behaviours and needs are therefore assessed before any decision is made on which intervention/s are most appropriate for the individual service user in a given situation. The aim of both the assessment and consequent provision is to facilitate positive behaviour changes.

3.7 The SCIP System has been adopted by the Department of Community Social Services because it has been demonstrated to be successful in changing inappropriate behaviours.

4. Assessment

4.1 When assessing the social care needs of service users, the assessing officer/social worker should always seek to identify any challenging behaviour needs. Where challenging behaviour is identified, this should be indicated in the assessment which is passed to the team/unit manager along with the request for service and other appropriate documentation.

4.2 If challenging behaviour is identified to the team manager within the documentation, s/he should arrange a joint assessment of risk with the appropriate SCIP System instructor.

4.3 The risk assessment should seek to identify associated risks and then minimise these risks through the appropriate use of SCIP System interventions. The risk assessment should seek to ensure the safety of both the service user and others and should be completed before admission wherever possible. Both the assessment of risk and SCIP System interventions should be recorded in the format as detailed on the Orkney Islands Council Risk Assessment Pro Forma.

4.4 At every point of the process, the assessing officer/social worker/team/unit manager/SCIP System instructor will ensure that the service user and/or main carer/family member if appropriate are fully involved with the assessments; and that proper recording is completed in the service users file.

5. SCIP System provision

5.1 When the assessment of risk of the challenging behaviour needs of the service user has been carried out, agreed with the service user and main carer if appropriate, the team/unit manager, in consultation with the SCIP System instructor should ensure safe provision within the service provided. This is achieved by an individual plan being drawn up detailing which of the SCIP System methods are considered to be most beneficial in a given situation.

5.2 The plan will then form part of the service user's individual care or placement plan and will enable staff to work proactively with the service user towards encouraging new skills and improving self control.

5.3 The provision in these circumstances would include those SCIP System interventions tailored to meet the individual needs of the service user.

6. Monitoring and review

6.1 The challenging behaviour needs of the service user should be kept under continual review by the team/unit manager in consultation with the service user, main carer and staff. Physical interventions where used, should be reviewed on a fortnightly basis in

order to ensure continued relevance. Any changes to the assessment and provision should be made as necessary.

7. Post aggressive incident

- 7.1 Following any incident of aggression or violence, consideration must be given as to whether the incident was sufficiently serious as to merit the involvement of the Police. Where it is considered likely that a criminal offence has occurred, the Police must in all circumstances be contacted immediately and their advice sought. Care should be taken not to disturb any physical evidence or to initiate detailed investigations since this may hamper any future Police enquiry. Staff should wait until the Police arrive and assist them as necessary in their investigation.
- 7.2 Following the initial visit by the Police, or where the incident is not considered to be sufficiently serious as to warrant involvement by the Police, the incident must be reported by the staff member to her/his manager/supervisor as soon as is practicable.
- 7.3 The manager/supervisor must carry out a de brief with all staff who were involved on the same day which the incident occurred. In those circumstances where the manager/supervisor is not and will not be on duty on that particular day, the de brief should be conducted with those staff members who are on duty.
- 7.4 The de brief should take place in a quiet area which is free from interruption and should be conducted in a supportive and blame free environment. A detailed account of the incident should be provided by those who were involved. Attempts should be made to identify those factors, both environmental and interpersonal, which may have contributed towards the incident. The response to the incident should be considered in detail and should identify those elements of the response considered not to be in need of improvement; and those elements of the response which could be improved upon. Finally, staff should be enabled to discuss any feelings which they may have as a result of the incident.
- 7.5 It is essential that the de brief is accurately recorded by the manager/supervisor and filed in the service user's file for future reference.
- 7.6 In addition to the de brief, staff must be provided with ongoing support from their manager with regard to challenging behaviour at any time. It should also be recognised that being subjected to an aggressive incident may have an impact on the mental or physical well-being of the individual staff member. In such circumstances specialist counselling may be needed and advice should be sought from the Personnel Services of Orkney Islands Council.
- 7.7 As soon as is appropriate, the service user who was involved in the incident should be provided with the opportunity to discuss the incident. Care should be taken not to convene the de brief too soon after the incident since this has the potential to re-inflate the situation. The de brief should take place in a quiet area which is free from interruption and should be conducted in a supportive and blame free environment. Present at the de brief should be the service user, carer if appropriate, a member of staff

who witnessed the incident and the service users' key worker. The service user should be provided with the opportunity to give her/his account of the incident. Attempts should be made to identify those factors, both environmental and interpersonal, which may have contributed towards the incident. The response to the incident should be considered in detail from the service user's perspective and should identify those elements of the response considered not to be in need of improvement; and those elements of the response which could be improved upon. Finally, the service user should be enabled to discuss any feelings which they may have as a result of the incident.

- 7.8 It is essential that the de brief is accurately recorded by the manager/supervisor and filed in the service user's file for future reference.
- 7.9 Following any aggressive incident, the team/unit manager will ensure that the current Council and Departmental accident/incident reporting and investigation procedure is carried out; and take whatever remedial action as may be necessary in order to avoid a repeat of the incident.

CHALLENGING BEHAVIOUR IN A COMMUNITY WORKING/LONE WORKING SITUATION

Purpose of the procedure

The purpose of the procedure is to:

1. Describe the particular issues encountered by staff when meeting the needs of service users with challenging behaviour in a community working and/or lone working situation.
2. Ensure that the general risk assessment for the team/unit/section provides control measures designed to protect all community working/lone working staff.
3. Ensure that any challenging behaviour needs which service users may have are identified as part of their general social care assessment for the service provided.
4. Ensure that where challenging behaviour is identified, an individual risk assessment is carried out which recognises that the service user is being supported in a community working/lone working situation.
5. Ensure that the identified challenging behaviour needs of service users are met through the SCIP System and other risk control measures as may be appropriate to the community working/lone working situation; and thereby develop a proactive approach in the management of crises.
6. Increase the competence and confidence of staff when dealing with crises in a community working/lone working situation.

Contents

1. Responsibilities
2. Challenging behaviour in a community working/lone working situation
3. The role of the general risk assessment in a community working/lone working situation
4. Assessment
5. Provision
6. Monitoring and Review
7. Post aggressive incident

1. Responsibilities

- 1.1 The team/unit manager is responsible for carrying out a general risk assessment for her/his service and this must include consideration of community working/lone working.
- 1.2 The assessing officer (Community Care Services), the social worker (Children and Families Services) and the social worker (Criminal Justice Services) are responsible for the initial assessment of needs of service users; this should include the identification of any challenging behaviour needs which they may have.
- 1.3 Where challenging behaviour has been identified, the assessing officer/social worker is responsible for identifying this to the team/unit manager who has responsibility for the service which is being requested.
- 1.4 The team/unit manager is responsible for carrying out an individual assessment of risk of the challenging behaviour needs of the service user. The risk assessment should be

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conducted jointly with the appropriate licensed SCIP System instructor. Wherever possible, the risk assessment should be carried out prior to admission to the service.

- 1.5 The team/unit manager is responsible for the provision of the SCIP System interventions and other control measures which have been agreed.

2. Challenging behaviour in a community working/lone working situation

- 2.1 Within fieldwork and care at home services, there has always been a requirement for staff to work either alone or in small groups and in sometimes isolated circumstances. Although in most circumstances, this community working/lone working does not pose a particular threat, there is always the potential for community/lone workers to be more vulnerable than their residential/day care colleagues when faced with challenging behaviour; and in some circumstances, there may be a medium to high risk.
- 2.2 Challenging behaviour in a community working/lone working situation may include all those behaviours which have been described above. In addition staff in lone working situations may be vulnerable to accusations of misconduct. Any such accusations must of course be fully investigated in compliance with current Orkney Islands Council Policy. However, in order to minimise the possibility of false accusations being made, this eventuality needs to be considered when assessing risks.

3. The role of the general risk assessment in a community working/lone working situation

- 3.1 Risks which are associated with the general operations of a given service are assessed as part of the general risk assessment. The general risk assessment should include risk control measures aimed at protecting all staff who are in a community working/lone working situation.
- 3.2 When carrying out the general risk assessment, the team/unit manager should assess those hazards which have the potential to put at risk all those staff who carry out community working/lone working duties. This would include staffs' medical fitness to work alone, the possibility of emergencies such as fire, accident, illness and challenging behaviour.
- 3.3 The team/unit manager should then formulate such control measures as may be necessary in order to minimise the risks to all community working/lone working staff. These control measures would include setting limits as to what duties are appropriate in a community/lone working situation - procedures for responding to fire, accident and illness - a reporting/alarm system indicating the whereabouts of community/lone workers which might include new mobile telephone technologies - a means of reporting in when the task is complete - the provision of a personal alarm in case of attack - checks that the community/lone worker has returned to her/his base or home on completion of the task - and the provision of appropriate SCIP System and related training as may be necessary.

4. Assessment

- 4.1 When assessing the social care needs of service users, the assessing officer/social worker should always seek to identify any challenging behaviour needs. Where challenging behaviour is identified, this should be indicated in the assessment which is passed to the team/unit manager along with the request for service and other appropriate documentation.
- 4.2 If challenging behaviour is identified to the team/unit manager within the documentation, s/he should arrange a joint assessment of risk with the appropriate SCIP System instructor.
- 4.3 When carrying out the risk assessment, the team/unit manager should assess those hazards which have the potential to put at risk those staff who will carry out community working/lone working duties for the individual service user concerned. In addition to the general risks as identified in the general risk assessment, the individual risk assessment should be formulated on the basis of the specific challenging behaviour needs of the individual service user and this should include the possibility of accusations of staff misconduct being made.
- 4.4 The team/unit manager should then formulate such control measures as may be necessary in order to minimise the risks to those staff who will carry out community working/lone working duties for the individual service user concerned. In addition to the general risk control measures identified in the general risk assessment, the individual risk control measures should include deciding whether the task can be safely carried out by one member of staff or whether two or more staff should be present - deciding on the gender of the staff member/s involved - regular contact between the community working/lone worker and supervisor by telephone or radio - and the provision of additional appropriate training as may be necessary.
- 4.5 The risk assessment should seek to ensure the safety of both the service user and staff and should be completed before the service is provided wherever possible. Both the assessment of risk, SCIP System interventions and other control measures should be recorded in the format as detailed on the Orkney Islands Council Risk Assessment Pro Forma.
- 4.6 At every point of the process, the assessing officer/social worker/team/unit manager/SCIP System instructor will ensure that the service user and main carer/family member if appropriate, are fully involved with the assessments; and that proper recording is completed in the service users file.

5. Provision

- 5.1 When the assessment of risk of the challenging behaviour needs of the service user has been carried out, agreed with the service user and main carer if appropriate, the team/unit manager, in consultation with the SCIP System instructor should ensure safe provision within the service provided. This is achieved by an individual plan being drawn up detailing which of the SCIP System methods are considered to be most beneficial in a given situation.

- 5.2 The plan will then form part of the service user's individual care or placement plan and will enable staff to work proactively with the service user towards encouraging new skills and improving self control.
- 5.3 The provision in these circumstances should include those SCIP System interventions and other risk control measures identified tailored to meet the individual needs of the service user.

6. Monitoring and review

- 6.1 The challenging behaviour needs of the service user should be kept under continual review by the team/unit manager in consultation with the service user, main carer and staff. Physical interventions where used, should be reviewed on a fortnightly basis in order to ensure continued relevance. Any changes to the assessment and provision should be made as necessary.

7. Post aggressive incident

- 7.1 Following any incident of aggression or violence, consideration must be given as to whether the incident was sufficiently serious as to merit the involvement of the Police. Where it is considered likely that a criminal offence has occurred, the Police must in all circumstances be contacted immediately and their advice sought. Care should be taken not to disturb any physical evidence or to initiate detailed investigations since this may hamper any future Police enquiry. Staff should wait until the Police arrive and assist them as necessary in their investigation.
- 7.2 Following the initial visit by the Police, or where the incident is not considered to be sufficiently serious as to warrant involvement by the Police, the incident must be reported by the staff member to her/his manager/supervisor as soon as is practicable.
- 7.3 The manager/supervisor must carry out a de brief with all staff who were involved on the same day which the incident occurred. In an out of hours situation, the staff member involved in the incident must contact the duty senior manager who can then arrange that the de brief is conducted on that day.
- 7.4 The de brief should take place in a quiet area which is free from interruption and should be conducted in a supportive and blame free environment. A detailed account of the incident should be provided by those who were involved. Attempts should be made to identify those factors, both environmental and interpersonal, which may have contributed towards the incident. The response to the incident should be considered in detail and should identify those elements of the response considered not to be in need of improvement; and those elements of the response which could be improved upon. Finally, staff should be enabled to discuss any feelings which they may have as a result of the incident.
- 7.5 It is essential that the de brief is accurately recorded by the manager/supervisor and filed in the service user's file for future reference.

- 7.4 In addition to the de brief, staff must be provided with ongoing support from their manager with regard to challenging behaviour at any time. It should also be recognised that being subjected to an aggressive incident may have an impact on the mental or physical well-being of the individual staff member. In such circumstances specialist counselling may be needed and advice should be sought from the Personnel Services of Orkney Islands Council.
- 7.5 As soon as is appropriate, the service user who was involved in the incident should be provided with the opportunity to discuss the incident. Care should be taken not to convene the de brief too soon after the incident since this has the potential to re-inflate the situation. The de brief should take place in a quiet area which is free from interruption and should be conducted in a supportive and blame free environment. Present at the de brief should be the service user, carer if appropriate, a member of staff who witnessed the incident and the service users' key worker. The service user should be provided with the opportunity to give her/his account of the incident. Attempts should be made to identify those factors, both environmental and interpersonal, which may have contributed towards the incident. The response to the incident should be considered in detail from the service user's perspective and should identify those elements of the response considered not to be in need of improvement; and those elements of the response which could be improved upon. Finally, the service user should be enabled to discuss any feelings which they may have as a result of the incident.
- 7.6 It is essential that the de brief is accurately recorded by the manager/supervisor and filed in the service user's file for future reference.
- 7.7 Following any aggressive incident, the team/unit manager will ensure that the current Council and Departmental accident/incident reporting and investigation procedure is carried out; and take whatever remedial action as may be necessary in order to avoid a repeat of the incident.

CHALLENGING BEHAVIOUR BY MEMBERS OF THE PUBLIC: THE ROLE OF RECEPTION STAFF

Purpose of the Procedure

The purpose of the procedure is to:

1. Describe the role of reception staff when confronted by members of the public with challenging behaviour.
2. Ensure that the general risk assessment includes provision for challenging behaviour directed against reception staff by members of the public.
3. Increase through training and support, the competence and confidence of office based staff when dealing with crises.

Contents

1. Responsibilities
2. The role of reception staff
3. Risk assessment in a reception environment
4. Responding to an aggressive incident
5. Post aggressive incident

1. Responsibilities

- 1.1 The office manager is responsible for the procedure within the main Departmental premises.
- 1.2 The team/unit managers of the external units and teams are responsible for the procedure for the services which are provided on and/or from their premises.

2. The role of reception staff

- 2.1 Throughout the Department, reception staff are continually in close contact with members of the public both on a face to face basis and on the telephone. When carrying out their duties, there is always the possibility of being confronted with members of the public who may be angry and aggressive.
- 2.2 The reasons why people behave in inappropriate ways in a reception situation are both many and varied. They may be frustrated at not having received a service which they believe they are entitled to - they may be intoxicated due to alcohol or drugs - they may feel threatened when dealing with what they consider to be authority - or they may employ bullying tactics in order to get their own way.
- 2.3 In common with their operational colleagues, reception staff must be trained and supported in order to appropriately deal with aggressive and violent behaviour. Unlike their operational colleagues, reception staff are not responsible for meeting the social care needs of service users in their care; but rather their role is to de-escalate any

incident involving members of the public who become aggressive in the reception area in a manner which ensures both their own safety and the safety of others.

- 2.4 Central to any de-escalation of an aggressive situation is the risk assessment process which identifies necessary control measures including an appropriate reception environment, training and ongoing support which must be carried out in order that reception staff are able to work in safety

3. Risk assessment

- 3.1 Unlike their operational colleagues, reception staff are unable to carry out individual risk assessments for all potentially aggressive people with whom they come into contact.
- 3.2 It is however possible to carry out a general risk assessment for aggressive and violent behaviour for the particular reception area concerned. For all new and refurbished Departmental premises, the risk assessment should be conducted at the design stage in order to ensure that the most up to date innovations are incorporated into the design.
- 3.3 When carrying out the general risk assessment, the office/team/unit manager should formulate such control measures as may be necessary in order to ensure the safety of the reception staff. These control measures should include firstly a well lit, well equipped and pleasant reception environment; and secondly the provision of appropriate training on how to deal safely with aggression and violence.
- 3.4 The first control measures which needs to be considered relates to the reception environment. Close attention should be paid to decor and lighting in order that the reception is perceived to be friendly and welcoming. Ample seating should be made available in order to accommodate the expected number of visitors. Up to date reading material should be available. Toys considered suitable for children of various ages should be supplied. Care should be taken in the choice of toys and other loose objects in order to ensure that they are of a design that would not be hazardous if thrown during a violent incident.
- 3.5 The reception should be provided with a broad surface in order to ensure distance between staff and any would be aggressor and should be designed in such a way as to enable staff to move away from the desk quickly if necessary with the aggressor being unable to pursue. Doors leading from the public reception area to the staff reception area should be protected in order to prevent access by members of the public.
- 3.6 In those situations where other members of staff are not available within earshot, a panic button should be installed and all appropriate staff within the reception and associated office must be trained in the correct response to hearing the alarm and the drill should be practised regularly.
- 3.7 The second control measure which is an essential element of the risk assessment is appropriate training for staff who are at risk. Appropriate training should include the function of challenging behaviour - the responsibilities of managers and staff with regard

to health and safety legislation - the risk assessment process - working practices and attitudes which compromise safety - the fight or flight response - and positive action.

- 3.8 The final part of the training should teach staff how to protect themselves and escape from an actual physical attack. Methods of restraint **should not** be taught to reception staff.
- 3.9 The risk assessment should be reviewed annually or as necessary in order to ensure its continued relevance to the situation.

4. Responding to an aggressive incident

- 4.1 Although the control measures identified in the risk assessment will, when put into practice, reduce the probability of aggression being directed at reception staff, it is likely that confrontation will still occur from time to time. Below is set out the basic points considered useful when confronted with a member of the public with challenging behaviour in a reception environment. Please note that these points are not meant to replace the training which reception staff must be provided with; but rather to complement the training. Please note also that although the example given relates to a face to face situation, the same basic principles apply to telephone and video conference situations.
- 4.2 When a challenging behaviour situation occurs in a reception area, it is always helpful for staff to try and understand the reasons for the person's apparent frustration. Recognising the person's feelings may help staff to soothe their anger thus preventing the situation from escalating. Careful attention should be paid to the person's reactions, for example, their looks and gestures which may indicate aggression. Particularly telling are clenched fists and poking fingers, banging on the table, staring, changes in the tone of the voice, offensive language and personal insults.
- 4.3 Staff should try to remain calm by controlling their own feelings in order that they may think clearly and make good decisions. This may be achieved by taking deep breathes, making an asserted effort to relax any parts of the body which have become tense and by speaking slowly and clearly.
- 4.4 Staff should try to maintain a confident stance since research has shown that confident people are less likely to be attacked. Staff should try, however, not to be overbearing.
- 4.5 Communication is vital and every effort should be made in order that it be maintained throughout. Staff should be mindful not to rush the person, encouraging her/him to communicate their point. Audiences should be avoided since people do not like losing face in front of other people and may become aggressive or violent as a result.
- 4.6 After the person has become calm, every effort should be made in order to keep control of the situation with understanding and reassurance being given. The content of the person's argument can then be considered; provided that s/he remains calm and reasonable. Staff should never give the message that being abusive or threatening brings with it success.

- 4.7 In those circumstances where it is not possible to meet the persons demands, every effort should be made to offer alternatives rather than respond with a blank no. In those circumstances where a no is the only possible response, an explanation should be given. Staff should avoid the temptation to make promises which, although likely to resolve the immediate situation, are unlikely to be forthcoming. Finally, the discussion should not be prolonged nor should the person be dismissed out of hand.
- 4.8 In those circumstances where, despite the best efforts of the staff members, the situation appears to be getting out of control, the Police should be contacted by staff in response to the escalating situation.
- 4.9 Staff must never hesitate to call the Police if they feel that the situation is getting out of control and will receive every support by their managers if they do so. In these circumstances, the Police should be contacted immediately and their advice sought. Care should be taken not to disturb any physical evidence or to initiate detailed investigations since this may hamper any future Police enquiry. Staff should wait for the Police to arrive.

5. Post aggressive incident

- 5.1 Following any incident of aggression or violence, consideration must be given as to whether the incident was sufficiently serious as to merit the involvement of the Police. Where it is considered likely that a criminal offence has occurred, the Police must in all circumstances be contacted immediately and their advice sought. Care should be taken not to disturb any physical evidence or to initiate detailed investigations since this may hamper any future Police enquiry. Staff should wait until the Police arrive and assist them as necessary with their investigation.
- 5.2 Following the initial visit by the Police, or where the incident is not considered to be sufficiently serious as to warrant involvement by the Police, the incident must be reported by the staff member to her/his manager/supervisor as soon as is practicable.
- 5.3 The manager/supervisor must carry out a de brief with all staff who were involved on the same day which the incident occurred.
- 5.4 The de brief should take place in a quiet area which is free from interruption and should be conducted in a supportive and blame free environment. A detailed account of the incident should be provided by those who were involved. Attempts should be made to identify those factors, both environmental and interpersonal, which may have contributed towards the incident. The response to the incident should be considered in detail and should identify those elements of the response considered not to be in need of improvement; and those elements of the response which could be improved upon. Finally, staff should be enabled to discuss any feelings which they may have as a result of the incident.
- 5.5 It is essential that the de brief is accurately recorded by the manager/supervisor and filed appropriately for future reference.

- 5.6 In addition to the de brief, staff must be provided with ongoing support from their manager with regard to challenging behaviour at any time. It should also be recognised that being subjected to an aggressive incident may have an impact on the mental or physical well-being of the individual staff member. In such circumstances specialist counselling may be needed and advice should be sought from the Personnel Services of Orkney Islands Council.
- 5.7 Following any aggressive incident, the office/team/unit manager will ensure that the current Council and Departmental accident/incident reporting and investigation procedure is carried out; and take whatever remedial action as may be necessary in order to avoid a repeat of the incident.

CONSENT FOR SCIP SYSTEM PROVISION: THE ROLE OF THE CARE PLANNING PROCESS

Purpose of the procedure

The purpose of the procedure is to:

1. Ensure that informed and explicit consent for the SCIP System provision is obtained and then recorded in the service user's individual care plan.
2. Ensure that, where the need to share information relating to the individual service user's SCIP System provision with other agencies has been identified, informed and explicit consent is obtained as prescribed by the Department of Community Social Services' Confidentiality Policy and current data protection legislation.
3. Ensure that in those circumstances where a service user and/or main carer/family member refuse to accept the SCIP System provision, the matter is reviewed with a view to resolution.
4. Ensure that in those circumstances where a service user and/or main carer/family member refuse to consent to the sharing of information relating to the individual service user's SCIP System provision, the matter is reviewed with a view to resolution.

Contents

1. Responsibilities
2. Consent for SCIP System provision
3. Consent for sharing of SCIP System provision information
4. Refusal to accept SCIP System provision

1. Responsibilities

- 1.1 The team/unit manager is responsible for obtaining informed and explicit consent for the individual service user's SCIP System provision prior to the commencement of the provision.
- 1.2 The team/unit manager is responsible, in consultation with the service manager, assessing officer/care manager/social worker and SCIP System instructor, for the resolution of any refusal by the service user and/or main carer/family member to accept the SCIP System provision.
- 1.3 The team/unit manager is responsible for obtaining informed and explicit consent for the sharing any information relating to the individual service user's SCIP System provision with other agencies.
- 1.4 The team/unit manager, in consultation with the service manager, Nominated Data Protection Officer and/or Legal Services, is responsible for the resolution of any refusal by the service user and/or main carer/family member to consent to the sharing of information relating to the service user's SCIP System provision.

2. Consent for SCIP System provision.

- 2.1 All Community Social Services Department services are provided on the basis of an assessment of the individual care needs of the service user; and a resulting care provision which is detailed in the service user's individual care plan. The care plan is agreed by the service user and/or main carer/family member if appropriate and is signed by them as a matter of course.
- 2.2 In order to adequately meet the needs of service users with challenging behaviour, the Department of Community Social Services has adopted the SCIP System. Although the SCIP System consists of a complete methodology of proactive behavioural interventions which includes a range of therapeutic techniques, it is also recognised that in some situations, it is sometimes necessary to use SCIP System physical interventions.
- 2.3 The SCIP System physical interventions are only used in those circumstances where a service user is likely to harm her/himself or any other person/s; and the physical restraints, which are specifically designed to avoid pain and panic, may only be used as a last resort, or where unavoidable. It is however considered necessary to obtain specific consent from the service user and/or main carer/family member prior to the commencement of the SCIP System provision.
- 2.4 Where the assessment of risk of the challenging behaviour needs of the service user has concluded that a SCIP System provision is necessary, the team/unit manager must consult with the service user and/or main carer/family member with regard to all aspects of the provision. It should be noted that there exists a statutory duty to consult with children under the age of 16, and in particular where they are over the age of 12. It should also be noted that there exists a statutory duty to consult with adults who are incapable or who may have granted or had a court grant guardianship orders in respect of their interest.
- 2.5 Following proper consultation with the service user and/or main carer/family member, the team/unit manager should ensure that the SCIP System provision is entered in the service user's individual care plan. The service user and/or main carer/family member should then be invited to confirm their agreement of the SCIP System provision by signing the individual care plan.

3. Consent for sharing of SCIP System provision information

- 3.1 All Community Social Services Department services are provided on the basis of the Department of the Community Social Services' Confidentiality Policy and current data protection legislation. Sensitive information held by the Department in respect of service users and/or their main carers/family members must therefore comply with the eight enforceable principles of good practice detailed in the Data Protection Act 1998 which specifies that data must be:

- Fairly and lawfully processed
- Processed for limited purposes

Managing Challenging Behaviour

Edition A
Revision 0
October 2002
Authorising Officer

- Adequate, relevant and not excessive
- Accurate
- Not kept longer than necessary
- Processed in accordance with the data subjects rights
- Secure
- Not transferred to countries without adequate protection.

3.2 Circumstances routinely arise where it is considered necessary to share sensitive information with NHS Orkney and/or one or more of the voluntary sector organisations providing services on behalf of Orkney Islands Council. For example, where an older person currently resident in a Departmental care home is referred by her/his G.P. for a course of treatment at the day hospital. If the older person has been assessed as having challenging behaviour and is being provided with a SCIP System provision, it must be recognised that there is a need to provide the day hospital staff with the service user's SCIP System information. Not to do so could result in the injury of the individual service user concerned, the injury of staff and/or other patients at the day hospital, and the contravention of health and safety legislation. Equally, all information regarding the individual service user must be considered to be sensitive and as such should not be disclosed to agencies outwith the Department of Community Social Services without the explicit and informed consent of the service user and/or main carer/family member if appropriate.

3.3 Where the need to share information with NHS Orkney and/or one of the voluntary sector organisations providing services on behalf of Orkney Islands Council has been identified, the team/unit manager should write to the service user and/or main carer/family member requesting their consent. In her/his letter, the team/unit manager must provide the following details:

- The name and address of the agency with whom the information needs to be shared
- The name, title, position and contact details of the professional responsible for receiving and processing the information
- What information needs to be shared
- Why the information needs to be shared
- How the information will be shared

3.4 In those circumstances where consent is not granted, the team/unit manager should immediately report the situation to the service manager for consideration and resolution in consultation with the Nominated Data Protection Officer and/or Legal Services.

4. Refusal to accept SCIP System interventions

- 4.1 In those circumstances whereby a service user and/or main carer/family member refuse the agreed SCIP System provision, the senior officer on duty should be informed immediately. The situation should be discussed and the reason for refusal ascertained. If the situation is not resolved, the team/unit manager should be informed.
- 4.2 The team/unit manager should discuss the situation with the service user and main carer/family member if appropriate as soon as possible and in any event within 24 hours of the refusal occurring. If the situation is not resolved the team/unit manager should convene a review meeting which should include the service user, main carer/family member if appropriate, assessing officer/care manager/social worker and SCIP System instructor.
- 4.3 The review should focus on why the current provision is considered unacceptable by the service user and/or main carer/family member. Serious consideration must be given to any alternative provision which could meet the service user's identified challenging behaviour needs; provided that any alternative methods are consistent with the SCIP System and are at least as safe as the methods which have been refused.
- 4.4 If a safe alternative is agreed, the service user's risk assessment and care plan should be amended and the new provision put into practice.
- 4.5 Any alternative methods that would put at risk the health and safety of the service user and/or staff should not be agreed or implemented.
- 4.6 In those circumstances whereby the service user and/or main carer/family member continues to refuse the safe challenging behaviour practice, the situation should be immediately reported to the Service Manager for consideration and resolution at Directorate level.
- 4.7 Consideration should be given to the suspension of the service and the service user should be informed of this in writing by the team/unit manager.
- 4.8 In those circumstances where it is not possible to suspend the service, for example, in residential care, the service user should continue to be supported but should not be provided with any challenging behaviour practice which would put the service user and/or staff at risk.
- 4.9 The service user and main carer/family member if appropriate should be issued with the Departmental Representations and Complaints Leaflet and given every assistance to use the procedure.

STAFF ISSUES

Purpose of the procedure

The purpose of the procedure is to:

1. Ensure that all staff who are involved in responding to challenging behaviour are aware of their responsibilities and the risks involved.
2. Ensure that sufficient numbers of staff are available in order to respond to challenging behaviour safely.

Contents

1. Responsibilities
2. Staff fitness
3. Staff numbers

1. Responsibilities

- 1.1 The office/team/unit manager is responsible for the procedure.

2. Staff fitness

- 2.1 Situations periodically arise whereby a member of staff is unable to perform her/his normal duties due to medical or physical reasons. In these circumstances the office/team/unit manager should review the situation in consultation with Personnel Services. A risk assessment should be carried out in order to ascertain which if any of the staff member's current duties s/he can carry out. In circumstances where the staff member is assessed as being unable to perform too limited a number of her/his normal duties, consideration should be given to the feasibility of re-deploying the staff member on a short term basis.

3. Staff numbers

- 3.1 Office/team/unit managers must ensure that staffing levels allow safe working practices, enabling staff to undertake duties which may involve responding to challenging behaviour safely and with minimal risk.
- 3.2 This may be achieved by a combination of the following methods. Firstly, when violent and/or aggressive incidents occur, managers/supervisors should direct available staff resources to the violent and/or aggressive incident as a matter of priority. Secondly, managers should deploy additional relief staff on an as and when required basis in order to cover those times when challenging behaviour is likely to occur; provided of course that the deployment of the additional relief staff is contained within the agreed budget. And thirdly, wherever it is possible, carefully allocating services in order to ensure that the identified needs of service users do not outweigh the provision of staff to a dangerous extent.

3.3 Consideration must be given to the effects of repetitive responses to challenging behaviour on staff. In those situations where it is considered feasible, rotation of staff for challenging behaviour tasks should be considered.

4. Remedial action

4.1 It is recognised that staff may become concerned with regard to challenging behaviour within their work setting. Office/team/unit managers should consider any such concerns of their staff and provide support, advice and where appropriate, undertake remedial action.

4.2 It should also be recognised that all staff have a duty to raise any and all health and safety concerns which they may have at any time with their manager.

TRAINING

Purpose of the procedure

The purpose of the procedure is to:

1. Ensure that all staff who are involved in responding to challenging behaviour are trained to do so.

Contents

1. Responsibilities
2. SCIP System training

1. Responsibilities

- 1.1 The office/team/unit manager is responsible for ensuring the challenging behaviour training needs of staff in her/his service area.

2. SCIP System Training

- 2.1 In order to ensure that the challenging behaviour needs of service users are managed in a safe and consistent manner, all staff who are providing care for service users need to fully understand the SCIP System principles; and be competent in the SCIP System interventions. Staff are therefore initially provided with a two day training session in the SCIP System. Refresher training sessions are then provided on an annual basis.
- 2.2 In order to ensure the delivery of the training, and to assist team/unit managers in monitoring and reviewing the SCIP System in practice, the Department of Community Social Services has provided training for a number of members of staff to become SCIP System instructors. These instructors are licensed by the Lodden School in Hampshire to deliver the SCIP System training. Licenses for the instructors are reassessed on an annual basis.
- 2.3 The Lodden School has both assessed and approved the Department of Community Social Services' SCIP System training package.
- 2.4 It is recognised that the training needs of staff will differ depending on their duties. For example, reception based staff will not need to receive training in the full SCIP System, only those parts of it which are relevant to their post. Conversely, some field work staff will need to receive the full SCIP System training as well as additional training specific to a community/lone working situation. The important point is that staff are provided with training which has been tailored to the individual needs of the duties which they perform.
- 2.5 Students on placement and volunteers are considered to be supernumerary and as such should not be involved in responding to challenging behaviour. However, it is recognised that students and volunteers may become inadvertently involved in an

aggressive incident and will therefore require some training in order to enable them to escape from an aggressive incident.

- 2.6 When new staff come into post, they must be provided with SCIP System training at the earliest opportunity. Until the training has been provided, new staff should not take part in planned responses to challenging behaviour and should not be involved in any physical interventions. However, it is recognised that new staff may have a limited role with regard to challenging behaviour and as such should receive training on de-escalation and escape as part of their induction package.
- 2.7 In order to ensure that staff are properly supported in responding to challenging behaviour, all managers should be trained in the SCIP System and in debrief techniques.
- 2.8 A record of the SCIP System training should be kept by the SCIP System instructor with a copy sent to the office/team/unit manager and the staff development section.
- 2.9 In those situations whereby a member of staff is working to a risk assessment due to physical or medical reasons, s/he should not go on refresher SCIP System training unless such training is permitted by the risk assessment.

APPENDIX ONE

THE ROLE OF THE DEPARTMENTAL SCIP SYSTEM INSTRUCTORS

The role of the Departmental SCIP System instructors includes:

1. Acting as trainers in the SCIP System within the Department of Community Social Services.
2. Liaising with managers to provide information on the SCIP System.
3. Assisting managers and staff with SCIP System interventions where an assessment of risk is being carried out for the challenging behaviour needs of individual service users.