



MEETING TITLE Trust Board Meeting held in Public		MEETING DATE 27/04/2021	
TITLE of PAPER		Violence Reduction Standard	PAPER REF TB21.006
KEY PRIORITIES		Create a safe and high performing organisation based on openness, ownership and accountability Equip our people with the best tools, technology and environment to support excellent outcomes	
PURPOSE OF THE PAPER		The purpose of the paper is to update the Board on: <ul style="list-style-type: none"> • The new national Violence Prevention and Reduction Standard • Development of a blue light service '7 point plan' for staff • Development of the national pilot programme for Body Worn Video cameras 	
For Approval		<input checked="" type="checkbox"/>	For Assurance
For Decision		<input type="checkbox"/>	Discussion/Information
AUTHOR / LEAD	Steve Page, Executive Director of Quality Governance and Performance Assurance / Deputy Chief Executive	ACCOUNTABLE DIRECTOR	Steve Page, Executive Director of Quality Governance and Performance Assurance / Deputy Chief Executive
DISCUSSED AT / INFORMED BY :-			
PREVIOUSLY AGREED AT:		Committee/Group:	Date:
RECOMMENDATION(S)		It is recommended that the Trust Board: <ul style="list-style-type: none"> • Notes the new Violence Prevention and Reduction Standard and supports the proposals regarding the required self-assessment and strategy development. • Supports the development of the blue light 7 Point Action Plan for victims of crime. • Notes the current position regarding the BWV pilot and supports the implementation plan as outlined 	
RISK ASSESSMENT			Yes
Corporate Risk Register and/or Board Assurance Framework amended			<input checked="" type="checkbox"/>
Equality Impact Assessment			<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify)			<input checked="" type="checkbox"/>
Legal implications/Regulatory requirements			<input checked="" type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN(s)		All 1: Safe	
NHSI Single Oversight Framework Choose a THEME(s)		2. Quality of Care (safe, effective, caring, responsive) 6. Leadership & Improvement Capability (Well-Led)	

1. PURPOSE/AIM

1.1 The purpose of the paper is to update the Board on:

- The new national Violence Prevention and Reduction Standard
- Development of a blue light service '7 point action plan for victims of crime'
- Development of the national pilot programme for Body Worn Video Cameras

2. BACKGROUND/CONTEXT

2.1 One significant area of risk faced by the Trust is violence and aggression towards frontline staff. This is captured in the Board Assurance Framework ('deliver interventions for prevention of violence and aggression towards staff'), and is managed via the following corporate risk:

Risk 42: Violence and aggression towards staff

IF YAS staff are not adequately protected against acts of violence and aggression THEN there is a potential for staff to be seriously injured RESULTING IN the potential for physical harm; financial loss; and reputational loss.

2.2 The Trust has various initiatives in place to mitigate this risk, including training and awareness activities, improved safer responding procedures and data flagging processes, and support for staff who do experience violence and aggression and wish to pursue criminal proceeding against perpetrators. This paper introduces some new additional developments to further mitigate the risk of violence and aggression towards staff.

Violence Reduction Standard

2.3 A new national Violence Prevention and Reduction Standard for NHS services was published in December 2020. Implementation of the standard is to be included in the standard NHS contract from 2021/22.

2.4 The standard includes new expectations under four headings – Plan, Do, Check, Act. A large proportion of the detailed expectations are already being addressed in our existing work, but key to the standard is a new requirement for an organisational self-assessment and the development of a violence reduction strategy and action plan endorsed by the Board. A copy of the document is attached as Appendix 1.

2.5 Implementation of the standard in the Trust will be phased in during 2021/22. During quarter one the organisation will carry out a detailed self-assessment against the standard. Following this, a violence reduction strategy and action plan will be developed and brought to the Board for approval.

7 Point Action Plan for Victims of Crime

2.6 Significant progress has been made in relation to safe responding and the management of incidents of violence and aggression towards staff.

This includes a recent review and refresh of key policies and procedures relating to safer responding, data flagging and support for staff to pursue prosecutions against perpetrators of violent and aggressive incidents and other forms of crime. However, there is still scope to increase the clarity for staff regarding the Trust's commitment to supporting victims of crime.

- 2.7 The Police have developed a 7-point action plan related to assaults on officers at work. This has proved to be very effective, with more prosecutions being successful and an increase in officer and staff welfare due to clear expectations being set out from the start. Locally, our Trust's security management function within the Risk and Assurance team has worked with blue light partners to support the application of this '7 Point Plan' concept to staff across all blue light services.
- 2.8 The intention is that this 7-point plan will align to and support existing Trust policies and procedures. It should be achievable with no additional resource or change to Trust processes and will be supported in practice by the Police and the CPS. A draft of the proposed 7-point plan is attached as Appendix 2. The final version will be signed off by the Trust Management Group following discussion in the Joint Steering Group.

Body Worn Video

- 2.9 The Board has previously received reports regarding the national pilot to evaluate the impact and effectiveness of the deployment of Body Worn Video (BWV) to frontline crews. At its March meeting the Board approved the Trust's participation in this pilot.
- 2.10 The Trust has received £400k from NHSE/I for the pilot. This sum was received as an in-year payment in 2020/21 and had to be used in that financial year only. Under the Trust's accounting rules there is no provision for phasing the use of this sum over subsequent years. The Trust has used the entirety of this funding to purchase cameras, licenses and associated equipment. Note that if the use of cameras is extended into subsequent years the associated licenses will require funding (estimated at around £200K per annum) from Trust budgets in each of those years.

Project Status

- 2.11 A project group comprising key stakeholders has been established to oversee the planning and implementation of the BWV pilot. Membership of the group includes representatives from frontline operations and the trade unions. The Executive Sponsor for the project is Steve Page, Executive Director of Quality, Governance and Performance Assurance, and the project group is chaired by David O'Brien, Associate Director Performance Assurance and Risk. Initial project support is provided via the PMO team with additional support from operational areas. The Trust has made available a budget of £38k for project implementation and associated costs during 2021/22.
- 2.12 A project plan has been developed to manage the implementation of the pilot. The go-live for the first site in phase one is provisionally scheduled for mid-May, with a phased roll-out to additional sites over subsequent weeks.

The initial approach is to deploy cameras to one station only in the first instance for a period of up to two weeks. That station will be the test-bed to resolve issues and develop good practice before deploying the cameras to other stations.

- 2.13 Key implementation considerations include training requirements, policies and procedures regarding appropriate BWV use, communications and engagement, information governance issues, and ongoing delivery support throughout the project. The Trust project will align to the wider national initiative and Trust leads will be part of the overarching project group chaired by NHSE. A separate national evaluation has also been commissioned by NHSE and the Trust will be expected to submit agreed data as part of this exercise.
- 2.14 BWV devices will be deployed in two phases. Phase one will focus on five ambulance stations selected on the basis of size, geographic location, and historical levels of violence and aggression incidents reported by staff . An early key decision has been a commitment to locate at least one pilot site in each CBU area. The five stations proposed for phase one are:
- Bradford
 - Middlewood
 - Sutton Field
 - Wakefield
 - York
- 2.15 A readiness assessment has been carried out at each of these stations, including an assessment of the cost and complexity of enabling works required to put in place the required ICT or other technical infrastructure. Those enabling works are underway and have been completed at some sites. The costs of this work are being absorbed within Trust budgets.
- 2.16 Orders for the cameras and equipment were placed with the supplier, Motorola, in February. The Trust has taken delivery of the equipment and this will be stored at the central warehouse facility before being distributed to pilot sites.
- 2.17 Before the implementation can commence the Trust needs to put in place a suite of policy and procedural documents and to sign off a Memorandum of Understanding with NHSE which confirms the responsibilities of both parties in the relation to the project. The documents required to underpin the MOU are:
- A project business case or equivalent setting out the project funding and its intended use
 - An appropriate Data Protection Policy
 - An appropriate Information Governance Policy
 - A Data Protection Impact Assessment
 - A Body Worn Camera Standard Operating Procedure
 - A Surveillance Camera Commissioner Self-Assessment
- 2.18 These documents have all been developed and are currently going through internal approval routes, including engagement with clinical governance processes and staff-side representatives. Final approval of the policies and procedures is expected at TMG on 05 May. The deployment of cameras will not commence until these policies and procedures are approved.

2.19 Training material regarding correct storage, affixing and activation of the cameras is being developed. This includes a short training video.

3. RISK ASSESSMENT

3.1 Many aspects of the Violence Reduction standard are already built into the Trust's existing security management processes and plans. Further work is needed to pull together a formal self-assessment against the detailed elements of the standard, and to develop a Trust-wide risk assessment and strategy. A specific focus on implications for staff groups with protected characteristics will also be an important part of the work.

3.2 There are no significant risks associated with the '7 Point Plan', subject to effective internal engagement on its completion and publication.

3.3 With regard to the BWV initiative, there are a number of risks to consider:

- The scale and short notice of the project creates additional pressure on Trust resources in the context of wider Trust plans and post-COVID recovery. The Trust has made additional internal budget provision to support implementation in line with the Trust responsibilities in the NHSE Memorandum of Understanding.
- There is limited learning from previous pilots to inform the development and limited evidence that BWV reduces violence and aggression to staff in the ambulance sector.
- The outcome of the pilot evaluation is uncertain but engaging with the pilot will be likely to create a high level of expectation amongst staff.
- The national change of plan during March 2021 to extend the pilot beyond one year will create a need to fund licenses for the extended pilot. There will also be additional upfront costs plus annual licence costs of around £200k/year for full implementation if the pilot is successful. At present no additional external funding is identified to support this.
- The purchase of equipment is tied to an existing LAS contract with Motorola, with potential for commercial challenge either beyond the initial pilot period.

4. PROPOSALS/NEXT STEPS

4.1 Complete a self-assessment and risk assessment in relation to the Violence Reduction Standard. Develop a draft strategy and present this initially to TMG and then to the Board for endorsement.

4.2 Complete development of the '7 Point Plan' and secure approval via TMG prior to its launch.

4.3 Continue to prepare for implementation of the BWV pilot project, with regular progress reporting to TMG, the Trust Board, and other key stakeholder groups.

5. RECOMMENDATIONS

5.1 It is recommended that the Trust Board:

- Notes the new Violence Reduction Standard and supports the proposals regarding the required self-assessment and strategy development.
- Supports the development of the blue light 7 Point Action Plan for victims of crime.
- Notes the current position regarding the BWV pilot and supports the implementation plan as outlined.

6. APPENDICES

6.1 Appendix 1 - Violence Reduction Standards

6.2 Appendix 2 - Draft 7-Point Plan for Victims of Crime