Door supervisors and other frontline staff in licensed retail premises play a key role in ensuring the safety of staff and customers.

In doing so they can face some challenging and hostile behaviours, and it is vital that they are equipped with the knowledge and skills to perform their roles as safely and effectively as possible.

Training has improved greatly over recent years, and staff in security functions are now qualified in conflict management and licensed by the Security Industry Authority.

Some staff need additional training and this guidance is intended to help employers better understand the specific issues surrounding the training and use of physical intervention.

It is unfortunate that physical intervention needs to be considered but it is a reality for staff in higher risk security roles such as door supervision.

This guidance has been compiled with the support of subject specialists and key stakeholders from across the industry, including my own colleagues representing the Association of Chief Police Officers (ACPO) in Conflict Management.

It focuses on steps that reduce the need for physical intervention, policies and strategies supporting it, and guidance relating to training.

I encourage all employers, whether they are security providers or operators, to consider this guidance and its relevance to their operation. This is an important step in protecting employees, customers and businesses in this significant area of risk.

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Contents

Introduction

The aim of this guidance is to reduce the incidence and impact of injury to employees and customers through promoting good practice and better training.

The guidance will benefit employers by showing the practical steps they can take to better protect their staff and customers from harm, and their businesses from potential litigation.

There will be occasions in the licensed retail sector when it is lawful and necessary for door supervisors to use physical skills. Such actions should however be a last resort when intervention is essential and other responses have failed, or are likely to fail.

This guidance first considers preventive measures and alternatives to physical skills. It then examines steps that can be taken by employers in terms of training and guidance that will help ensure a safe outcome when physical intervention is legitimately used.

You should implement this guidance if you are an owner or operator of licensed premises where it is foreseeable that employed or contract staff will use physical intervention, or, are a provider of security staff to licensed premises.

Background

The licensed retail sector is dynamic and diverse, with a major responsibility to promote and deliver responsible alcohol retailing. The sector is committed to a multi-agency support process to ensure that responsible retailing is a major feature in all activity undertaken.

The hospitality sector employs over 900,000 people and over 400,000 are employed in hotels, restaurants and catering.

The sector is heavily dependant upon the professional services from door security companies who provide licensed door supervisors to licensed retailers. The provision and use of licensed door supervisors is enshrined in the Licensing Act 2003 and licensable activity is defined in the Private Security Industry Act 2001.

The sector has a responsibility to the wider community to ensure a safe and secure environment is provided to all its staff, customers and the general public.

Context

Conflict and violence at work is a significant issue for many workers and employers, and particularly so for those operating in certain roles and locations within the licensed retail sector. Obvious groups of employees at risk are those performing licensable security functions such as door supervisors and some venue/pub managers. Employers' risk assessments may also highlight training needs for licence holders and staff at certain venues.

This guidance seeks to complement general guidance on the prevention and management of work-related violence offered by organisations such as the Health and Safety Executive (HSE) and supports National Occupational Standards through ENTO. It specifically addresses the use of physical intervention but should not be viewed as a definitive guide on this subject or violence generally. It is the responsibility of all employers to keep up-to-date with emerging good practice and requirements. Employers should seek legal advice to ensure compliance in relation to their specific activities.

Need

This publication responds to an absence of guidance on physical intervention in a significant area of risk and concern for all stakeholders. This lack of guidance and training standards has resulted in door supervisors developing their physical skills on an-ad hoc basis, for example, through martial arts, contact sports and from peers. A minority have undergone formal employer-based training of variable quality and relevance, often focused on higher risk techniques.

It is generally accepted that there are inherent risks associated with certain licensable functions and especially door supervision. Customers and door supervisors continue to be seriously injured as the result of violent incidents at licensed premises and case law shows both employers and employees to be vulnerable if they fail to reduce risk and adopt safer methods of intervention. Case law has reinforced the vulnerability of the licensed premises owner in addition to the security provider through vicarious liability.

Scope and definitions

Work related violence is defined by the HSE as: "Any incident in which a person is abused, threatened or assaulted in circumstances related to their work."

For the purposes of this guidance the term:
physical intervention is used to cover any direct or indirect application of force to protect oneself or another against assault; manoeuvre an individual; or restrict their movement.
restrictive intervention describes a physical intervention that restricts the movement of an individual i.e. restraint.
least aversive intervention describes the physical intervention with the least potential to cause injury to the customer in achieving the given objective.
employer covers the security provision company and licensed premises owner/operator.
stakeholder includes customers, security/door supervision employees, other licensed premises employers, security provision company, trade bodies and venue owner/operators, regulatory bodies including the Security Industry Authority (SIA), HSE, Local Authorities, agencies including the police and health service, professional and membership bodies, and local community and business representatives.

Overview of existing requirements for employers

There are various common law and statutory requirements for employers in relation to this area of risk and some of the more relevant include:

Common law
Common law has long established the principle of 'duty of care' and this often forms the basis of civil actions/compensation claims.

Health and Safety legislation
The Health and Safety at Work Act (HSAW) 1974, which establishes a statutory duty of care on both employers and employees.

The Management of Health and Safety at Work Regulations (MHSWR) 1999, specifies actions to be taken by employers in assessing and controlling risks.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995, requires certain serious incidents to be reported to the enforcing authority.

The Personal Protective Equipment at Work Regulations (PPE) 1992 governs assessment suitability and use of protective equipment.

Employment law
Employment law also considers health and safety cases and specifically:
- section 44 of the Employment Rights Act (ERA) 1996 establishes health and safety as a shared responsibility of employers and employees
- contract law imposes obligations on the employer in providing a workplace with minimal exposure to risk.

Security regulation
The Private Security Industry Act 2001 sets out duties upon the Security Industry Authority that include ensuring persons who engage in licensable conduct:
- are fit and proper to engage in such conduct
- have the training and skills necessary to engage in the conduct for which they are licensed.

The Security Industry Authority has established communication and conflict management as a core-training competency within its Licence to Practise for Door Supervision.

Licensing legislation

The Licensing Act 2003 is based on four licensing objectives which all licensed premises must promote if they are to trade. These are:

- the prevention of crime and disorder
- public safety
- the prevention of public nuisance
- the protection of children from harm.

All these objectives are of equal importance. All involved in the licensing process including personal and premises licence holders will be expected, at all times, to uphold these objectives, and not doing so could lead to forfeiture of licences.

Human Rights Act

The Act focuses on 'public authorities' but its principles will have wider influence. The issue of physical intervention has relevance to several of the Articles including; Article 2 – Right to life; Article 3 – Prohibition of torture, inhumane or degrading treatment; Article 5 – Right to liberty; Article 8 – Right to respect for private and family life.

Article 8 guarantees not only the right to privacy, but also the right to physical integrity – the right not to be hurt in an arbitrary or unjustifiable way. A lawful interference with the individual's human rights must be necessary and this depends upon the measure taken being proportionate to the legitimate aim pursued in respect of qualified rights like Article 8. If force is not used in this proportionate way then this may amount to a breach of Article 8.

Other legislation

In certain circumstances employers may need to operate under additional legislation, for example, the Children's Act. It is not practicable to list all requirements and it is important that employers seek legal advice to ensure compliance in relation to their specific activities.

Violence risk management

Work-related violence is a complex risk to manage due to the many factors that can combine and contribute to an escalation and assault. Some of these factors can be controlled, and others the employer can influence, such as the interaction between staff and customers.

Physical intervention may be necessary in certain situations when despite other control measures, a significant residual risk of assault remains.

The decision to teach physical intervention and the scope of such training needs to be underpinned by an objective assessment of the risks. Any such training needs to form part of a balanced strategy that emphasises prevention rather than intervention.

This guidance therefore considers physical intervention in the context of risk assessment, alternative strategies and supporting policy and guidance.

Key messages

- Licensed premises owners and managers operating in the licensed retail sector are legally obliged to ensure the safety of their employees, contractors and customers using their premises
- Security contractors also have a duty of care for the door supervisors working for them
- Licensed premises owners may be held responsible for the actions of door supervisors even if they do not directly employ them
- It is in the best commercial Interest of the licensed premises operator and contractors to provide a safe, secure and welcoming environment for their staff and customers
- The purpose of this guidance is to help employers recognise how they can better protect staff, customers and their businesses through reducing the need for physical intervention and encouraging appropriate training and safe practice
- Physical intervention should be seen as one part of a broader strategy to manage the behaviour of customers who pose a risk to their own safety or the safety of others.

Assessing risk

Employers are required by law to assess the risk of violence as they would any other workplace hazard. This is the start of an objective process that informs control measures including training.

As well as assessing the risk regarding violence in the context of health and safety, operators of licensed premises will have to assess risk in the context of the licensing objectives. The threat of violence would have to be mitigated in the promotion of crime and disorder prevention, public safety, public nuisance, and the protection of children in licensed premises.

There are different types of risk assessment helpful to assessing the risk of violence and these broadly fall under planned or dynamic risk assessment.

A 'planned' assessment should be undertaken and reviewed at set intervals by designated individuals. It is important that employers clearly set out responsibilities in terms of who undertakes what level of assessment, how and when. Recording systems need to support this process. They must be effective in distilling key management information in relation to the risks of violence, and where necessary, evidence the need for further improvements/controls.

Generic role-based assessment: This approach works well with violence risk assessment allowing the employer to consider the risks associated with the specific tasks and activities undertaken by staff in a defined role. For a door supervisor there are significant risks associated with, for example:
- refusing entry
- intervening in disputes
- declining service
- requesting cigarettes to be extinguished
- ejection
- search
- arrest.

A central manager or an operational function such as health and safety may lead the generic role-based assessment, depending on the size of the organisation.

Licensed premises specific assessment: this assessment will identify specific risk factors relating to the licensed premises that need to be addressed. These could include location and aspects of design and layout that create flashpoints, and remote or confined spaces. An area manager or licensed premises manager typically undertakes licensed premises specific assessments.

Event assessment: similar to an operational risk assessment, it acknowledges that the risk of conflict and potential for violence may differ at licensed premises due to the nature of the events being run. Some events may attract groups that present more of a challenge. Children's events may not in themselves present a higher risk of violence towards staff but can bring significant duty of care and regulatory issues. Event assessments are often undertaken locally and supported by area managers.

In conducting planned risk assessments it is important to analyse reported incidents and potential risks. The value of this information will depend greatly on the quality and consistency of reporting. It is therefore important to consult with staff who are at risk, plus other staff groups and customers to ensure a balanced picture.

Dynamic risk assessment

An accurate dynamic (situational) risk assessment by staff will help them to decide on a sound and justifiable course of action. Dynamic risk assessment is especially relevant in addressing the risks of conflict and violence as the outcome of an interaction can usually be influenced by staff responses. These situational assessment skills need to be developed and reinforced through all levels of training and practice.

All risk assessments should be regularly reviewed to ensure the risks identified are accurate and appropriately mitigated for and/or whether the risk environment has changed.

Post-incident review

Incidents and near misses provide valuable learning that should continually inform risk assessments and evaluate controls. Line managers and licensed premises managers need clearly defined roles and responsibilities in the aftermath of an incident. They also need the tools and understanding to be able to conduct a professional and sensitive review of an incident. Reporting and learning from incidents is addressed in further detail later in this guidance.

Key messages

- Effective violence risk assessment is the key to a successful violence prevention strategy.
- Planned risk assessments will help to inform decisions on the control measures necessary to reduce the risk of violence.
- Dynamic risk assessment of situations will help staff to respond appropriately to a developing situation and minimise the risk of escalation.
- Incidents and potential risks need to be professionally and sensitively reviewed to ensure personal support and learning and to inform risk assessments/controls.

Reducing risk

Identifying underlying causes

Consulting staff and customers during risk assessments is vital in developing a truer picture and in establishing the underlying 'root cause' of incidents. This will provide the insights necessary to tackle the causes of conflict and factors that fuel escalation and risk.

It is often the case that frontline staff will suggest simple, creative and cost-effective solutions to the problems they are facing. They are also more likely to embrace safe working practices that they have contributed to and view to be workable.

One simple method of establishing root cause is the 'five whys' approach, for example:

Q. **Why have incidents increased?**
A. Because we have had several incidents at the door on club nights

Q. **Why did these occur?**
A. People got angry at being refused entry

Q. **Why were they not allowed in?**
A. Not complying with dress code – usually wearing jeans

Q. **Why did they get so angry?**
A. Because they had queued for a long time

Q. **Why was the queue so long?**
A. Because on club nights we don't have sufficient staff and this slows entry

Identifying causation is the real key to minimisation and prevention. This simple questioning approach has unlocked the problem and suggests a number of potential control measures to be discussed later.

Control measures

For the purposes of this guidance we will consider three levels of controlling access:

1. **Primary controls** refer to action that can be taken to prevent conflict situations arising or reduce their likely frequency. Primary controls tend to be planned and address the root causes of frustration and conflict.

   At an organisational level this includes establishing policies, safe systems of work, carrying out risk assessments, delivering good service, addressing design, controlling access and staffing levels, and providing staff with necessary training.

   At an individual level primary controls involve understanding the risks, delivering positive service, complying with safe practice guidance and putting training and learning into practice. Preventative action also includes reporting and recording incidents in order to learn from what happened and prevent recurrence. Preventative action is a continuous process of improvement rather than a finite work project.

2. **Secondary controls** focus on action taken by staff to prevent conflict escalating to violence. It typically involves the use of communication and conflict management skills, defusing and calming strategies, or team tactics to de-escalate and normalise a conflict situation.

3. **Tertiary controls** refer to action taken when violence is occurring and after it has occurred to prevent or reduce the potential for physical and psychological harm. Typically this will involve disengagement or other physical intervention tactics, invocation of emergency procedures or implementation of exit and containment strategies.

   Tertiary responses include providing post-incident support for the victims and managing the situation through to recovery. Incident reporting, review and learning will provide feedback for review of primary preventive measures in a continuous improvement cycle. Tertiary measures will be needed less often if effective primary and secondary controls are in place.

Returning to the 'five whys' example above:
A **primary response** would tackle the root cause of these incidents occurring at the door, for example through additional staffing on this event to reduce queuing. It could also provide clearer communication of house rules in promotional materials etc to help ensure customers are aware of the dress code.

A **secondary response** could involve staff being proactive in service delivery, for example by walking down the queue to tell people about the dress code – rather than waiting until they reach the front of the queue to deliver the bad news.

A **tertiary response** could involve training staff in skills for protecting against assault and ensuring incidents are reported and followed-up.

The 'five whys' encourage us to get to the root cause of the problem and helps identify primary and secondary strategies for reducing the risk. Primary exposure to risk should be reduced as far as reasonably practicable; if for example we know most assaults occur when intervening in disputes or ejecting problem individuals, we need to understand why these situations are arising and identify ways of preventing them.

When we have tackled the root cause of a problem through non-physical preventive controls, incident frequency can be reduced. Where a significant 'residual risk' remains, tertiary level controls may be needed and should be prepared for.

Key messages

- Frontline staff should be consulted and actively involved in developing the risk assessment strategy and contribute ideas on the necessary control measures.
- Underlying causes of conflict should be identified and eliminated so far as is possible.
- Where violence risks cannot be controlled through primary and secondary measures alone, staff may require physical intervention training supported by emergency response procedures.

Policy and guidance

Policy formation

Where work-related violence is a significant risk it is important that an employer has policy and guidance on its prevention and management. The policy needs to set out the employer's commitment to tackling this issue and in supporting staff. The policy should clarify expectations on managers, staff and customers as to their contribution towards a safer environment.
Policy headings could include:

- employer commitment to tackling violence
- definition and common values
- legal requirements and responsibilities
- nominated individual responsible for co-ordinating implementation and monitoring of the policy
- identification of stakeholders
- specific roles and responsibilities of support functions, local managers and staff groups in implementing policy and strategy
- expectations upon customers concerning acceptable behaviour
- risk assessment process requirements and responsibilities at each level
- risk reduction (control measures) to be considered
- requirements with regard to local licensed premises policies
- role of other agencies
- incident management and emergency procedures
- reporting requirements including monitoring, investigation and feedback
- post-incident procedures and support
- stance on prosecution of offenders and sanctions available
- mechanism for dealing with policy transgressions
- media and crises management strategy
- policy communication strategy (internal and external)
- policy maintenance and update.

Incident and post-incident management
In addition to setting out responsibilities for the assessment and reduction of risk the policy will need to cover the eventuality of a violent incident. It is important that this possibility is acknowledged, prepared for and rehearsed to ensure an incident can be contained and its impact on all stakeholders minimised.

For these purposes central policy needs to be supported with licensed premises and event specific guidance on incident management. Incident management protocols should establish emergency communications (internal and external) and leadership and support roles. Medical emergencies need to be planned for, safe havens identified and sources of support.

It is important to rehearse and test incident management procedures as one would a fire drill. This will ensure understanding among staff in all roles; ensure communications are working and that plans are realistic. Other local licensed premises and agencies such as the emergency services should be involved where practicable or at least consulted on incident management procedures.

Positive relationships with local police are important in terms of reducing crime, disorder and anti-social behaviour. It is also important that staff operating at a licensed premises and local police know what is expected of each other should an incident occur. A positive relationship will reduce problems and help ensure successful sanctions and prosecutions.

Supporting employees and customers in the aftermath
Individuals respond differently to violence and assumptions should not be made about their resilience, no matter how confident they normally appear. Sustained exposure to low-level abuse and intimidation can cause stress and an assault or serious threat of assault can traumatise even the most experienced of staff.

It is vital therefore that staff receive support from their peers and managers following a violent incident, and that they have access to independent and professional help where needed. There exists a wide range of agencies offering confidential advice and counselling services on a "pay on use" basis. Customers may also be traumatised in experiencing and witnessing such an incident, and managers may wish to consider how they can be best supported.

Line managers and designated premises supervisors (DPS) will be a key source of support following an incident, and they should facilitate support in both the immediate aftermath, and mid- to long-term. Colleagues are another important source of support and managers can encourage this.

The employer's policy should set out roles and responsibilities in the aftermath of an incident and establish support during any absence and return to work.

Sanctions and prosecution of violent individuals
The employer and DPS need to be agreed on house rules and the sanctions available when these are broken. Employers need to be aware of the legal remedies and powers available for dealing with harassment and anti-social behaviour. The police and local authorities have specific responsibilities and powers with regard to crime and disorder and community safety and these should be utilised.

Identification and successful prosecution of those that commit offences depends in part on securing intelligence, evidence and witnesses. Staff and managers should ensure that incident scenes are managed and evidence professionally presented.

The policy should set out responsibilities in terms of prosecution and the level of support that will be provided to staff in terms of legal advice, financial support and personal support during any investigation or proceedings.

Reporting and learning from incidents

Certain more serious violent incidents must be reported to the enforcing authority under RIDDOR. It is important that employers capture information on all violent incidents so that these can be learnt from. Incident reports will inform the ongoing risk assessment process and may also provide added protection for staff and the employer in any subsequent legal action. Incidents are commonly under-reported and there are a number of reasons offered for this including the perception that:

- violence comes with the job
- you never get any feedback
- nothing will change so it's a waste of time
- reports are confusing and time-consuming
- budgets are tight, and no money is available
- staff who report incidents will be labelled 'a problem'.

These perceptions need to be overcome and simple steps include:
- challenging beliefs that violence is acceptable and part of the job
- emphasising the importance of reporting incidents and the benefits to staff
- leaning how to complete reports during training
- designing a simple and relevant reporting mechanism
- ensuring managers at local and corporate level actively encourage reporting and provide tangible support and feedback to staff
- promoting successful actions and changes that have resulted from staff reports.

Multi-purpose incident reports are naturally limited in terms of gathering specific information on violent incidents. In an area of work where conflict and violence are major issues it makes sense to have a reporting and monitoring process designed for the purpose. The management information produced will be invaluable in managing this area of risk.

Some staff have limited ability and confidence in writing reports and this can be overcome through the right design and support. Alternatives to paper reporting should be considered including on-line and telephone/text reporting. The key is to make the initial report easy to complete and the incident review thorough. The latter can be triggered by the staff report and be carried out by a local or area manager who has been trained in how to support staff and sensitively review incidents.

Balancing roles: support and investigation
In the immediate aftermath of an incident there is much to do and remember, and emotions run high. Employers need to be prepared to provide prompt support to the licensed premises as key managers and staff may have been involved and affected by the incident.

The situation needs to be contained, evidence secured and immediate operational issues addressed. Managers then need to focus on the well-being of those involved and ascertain their immediate support needs.

It is important that personal support is prioritised over internal investigation, as a perception of attributing blame can be very harmful to the recovery of a victim.

Managers can find this a difficult balance to find, particularly when they believe staff may have contributed to the outcome. A sensitive and timely approach to investigation is needed so that it is conducted in an open way. The purpose is to draw learning from the incident for both the individuals involved and the organisation, and thereby help to prevent a reoccurrence.

This balance will be easier to manage if attitudes and behaviours of problem staff are addressed proactively by managers – before it goes wrong. Managers may benefit from training in these challenging areas of their role.

Key messages

- Current best practice guidance emphasises the importance of developing and implementing an effective policy to address work-related violence
- Good policy formation will involve consultation with everyone who is affected by the issue. It will clearly outline the organisation's stance on violence and send a powerful message to staff that the business is committed to their safety and welfare
- For the policy to become embedded in the working culture it must be accompanied by an implementation strategy that drives action on the ground and enables managers and supervisors to monitor progress
- Employers need to prepare for potential incidents to help ensure they are managed professionally, and staff are supported in the aftermath.

Assessing training needs

Employees undertaking security functions will have completed much of the training they need to deal with conflict as part of the SIA Licence to Practise. This should be supported by company and licensed premises specific inductions. The SIA training requirement for door supervision represents a minimum standard and the obligation remains on employers to provide additional guidance and training highlighted as necessary through their health and safety risk assessment process.

Training needs to be relevant and commensurate with the risks faced. The risk assessment process described in this guidance will provide key information to underpin training needs analysis. Training itself carries a risk of injury, further reinforcing the need for an objective basis to deciding which staff need training in physical intervention and to what level.

It is important for employers to understand that training is one of a range of control measures in reducing work related violence and will have limited impact if introduced in isolation. Training must be supported by policy and safe practice guidance. It is not uncommon for reported incidents to increase following training as staff better understand the need to report and how to do so.

Support roles

This guidance focuses mainly on those door supervisors, managers and staff carrying out licensable security functions. It is important however to establish the learning needs of other employees in a particular licensed retail environment. Everyone has a part to play in reducing risk, and roles and responsibilities need to be clear.

Staff employed in non-security roles operating within a licensed premises need to understand their support roles, for example in being:
- proactive by providing good service and reducing conflict
- eyes and ears for security staff
- good witnesses
- knowledgeable as to emergency communications and procedures
- clear as to what is expected of them in relation to physical intervention.

Staff inductions, coaching and training need to reinforce these important roles and safety points. All staff should be involved in rehearsals surrounding violent incidents to ensure understanding and test procedures and communications.

Training Needs Analysis (TNA)

Factors to be considered in a TNA addressing violence include:
- risk assessment findings
- employer and licensed premises operator policy
- job role expectations
- specific tasks and activities performed
- analysis of reported incidents
- existing knowledge and skills of staff.

This process will highlight the knowledge and skills gap which will then identify the training need.

For the door supervisor there are broadly speaking two areas of physical skills training:
1. **defensive skills:** non-restrictive skills to help avoid and protect (oneself or another) against unlawful assault, and enable disengagement. Certain guiding skills may also be non-restrictive.

2. **holding skills:** restrictive interventions that include escorting and restraint.

Staff should not undertake training in physical skills unless they have first trained in primary and secondary prevention including conflict management skills.

Where physical intervention training is necessary it needs to refresh and reinforce primary and secondary controls. The employer's training needs analysis will identify the specific emphasis required for such training and the following areas should be considered in this:

Underpinning knowledge
- Legal position on the use of force and how to report and account for this
- Dynamic risk assessment and decision-making
- Potential medical implications of physical intervention including restraint
- Medical emergency protocols
- Alternatives to physical intervention; refresh primary and secondary controls
- Incident management and emergency communications and protocols
- De-escalation and exit strategies
- Teamwork, leadership and communications.

Defensive skills
- Positioning and movement skills
- Skills for avoiding assault
- Protection against blows and kicks
- Disengagement skills (sometimes referred to as 'breakaway')
- Rescue and separation skills
- Non-restrictive guiding skills.

Holding skills
- Restrictive escorting
- Restraint skills.

Additional areas to be considered in training needs analysis include:
- Awareness of potential weapons including edged and concealed weapons
- Searching procedures and safe methods
- Training and guidance on equipment used, for example, communications equipment, protective equipment and mechanical restraint e.g. handcuffs – if issued
- Training in the management of specific customer groups, for example children.

Duration of training

The duration of physical intervention training will be influenced greatly by the skills set taught and the training methodology. Group size, supervision ratio and potential for prior learning of theoretical aspects are also factors.

As a rough guide training for staff covering a modest number of disengagement and standing holding/escort skills is likely to require a minimum of six hours direct contact time on the practical techniques (equivalent to one training day) with further study time required for the theoretical aspects. These staff will have previously trained in communication and conflict management. A programme involving a higher number of more complex techniques may however require twice as much time to enable delegates to reach an acceptable level. Should horizontal/ground holds be taught these would require additional training time.

Refresher training

Physical skills can fade over time with potentially serious consequences. Employers need to establish a training process that ensures staff refresh their skills regularly, through coaching for example, and then formally revalidate their training within a pre-set period. Trainers also need to refresh and revalidate their knowledge and skills.

The frequency and duration of staff refresher and revalidation training will be influenced by:
- the type of skills set taught in terms of complexity, number of techniques, associated risk levels and training methods
- the frequency in which skills are both used and practised in the workplace.

Where there is no planned ongoing workplace refresher process, good practice indicates that staff should undertake combined refresher/revalidation training on an annual basis. Where coaching and practice of skills is undertaken and updated on a regular basis in the workplace, formal revalidation training will still be needed to allow formal assessment, but may be less frequent. This training should be planned ahead and form an integrated part of the employer's continuing professional development process for staff.

Employers need to provide guidance on workplace practice of skills, as risks can increase if a trainer is not present. The guidance will consider, for example, safety considerations, supervision, recording and monitoring of such activity. Injury rates during initial, refresher and revalidation training need to be continuously monitored and acted upon.

Medical implications

Reference is made throughout this document to the potential medical implications surrounding physical intervention and equipment use. Staff need to be informed of the risks associated with any physical skills they are taught and how these can be minimised.

Even where training focuses on less aversive skills it should provide an understanding of the potential risks of intervention and especially those of positional asphyxia associated with restrictive intervention. Additional input should be provided where it is foreseeable staff will come into contact with vulnerable groups and physical intervention techniques should be taught that are appropriate for these groups such as children and young people.

Use of force

Staff will have considered use of force in their training for the SIA licence to practise and specifically common law self defence and statutes relating to the use of reasonable force in effecting a lawful arrest.

Understanding of these areas of law should be refreshed and expanded during any training in physical skills and particularly the need to justify such action. The statutes (and common law) governing use of force must be read in conjunction with the Human Rights Act. The Act raises related issues in respect of proportionality. For example, is the force used proportionate to the wrong that it seeks to avoid or the harm it seeks to prevent? And, is the use of force chosen the least intrusive or least damaging practicable option?

Various models have been developed in relation to use of force including those based on a continuum of escalating threat levels and response options. Such models can be helpful in aiding understanding but care must be taken not to draw simplistic conclusions in a complex area where circumstances vary greatly. The key point is that the higher the level of force, the greater the justification required.

Staff may have to account for any use of force in the courts and this will be judged on whether it was necessary, reasonable and proportionate in the circumstances. There will be higher expectations of professionals and staff training should focus on the principle of using the least aversive intervention practicable in achieving the desired objective.

Assessing training needs continued

Key messages

- Training must be relevant to and commensurate with the risks faced. The risk assessment process described in this guidance will provide key information to underpin training needs analysis
- Staff should not undertake training in physical skills unless they have first trained in primary and secondary prevention including conflict management skills. Delegates should be encouraged to apply these skills throughout physical intervention training
- Physical intervention training should cover the legal and medical implications of use of force and especially the risks associated with restraint
- Training needs to respond to the needs of vulnerable groups staff will come into contact with for example, children and young people, older people, and individuals with mental health problems or learning disabilities
- Training itself carries a risk of injury, further reinforcing the need for an objective basis to deciding which staff need training in physical intervention and to what level
- The learning needs of staff in non-security roles should be established to ensure they are clear on their important preventive and supporting roles
- Physical intervention skills must be refreshed regularly and training formally revalidated at set intervals
- Training is an important control measure that needs to be part of an integrated violence risk management strategy.

Selecting and delivering physical intervention training

Approaches to physical intervention

There are many models and approaches to physical intervention as there are training providers. It is not the remit of this guidance to set training standards or recommend specific approaches to physical intervention.

The quality of training will vary and it is important that the employer chooses its provision with care. Physical skills vary in complexity and risk, and there is limited research and much debate on the relative merits and effectiveness of approaches.

A highly aversive intervention carries increased risk to all parties for example, a strike or prone restraint. These may be lawful in extreme circumstances; however, training should equip staff primarily with lower risk options including less aversive strategies for disengagement, escorting and holding.

Areas that an employer can consider when selecting a training approach include:

relevance: the relevance of the skill set to the role, tasks and activities performed.
flexibility: the balance and problem-solving potential of the programme of skills in responding to day-to-day working practices and occasional high-risk incidents.
simplicity: the ease with which the skill set can be learnt and recalled under stress, based upon a minimum of techniques.
philosophy: the ethos and emphasis of the training, trainer and provider.
safety: the potential medical risks associated with application of the skills taught and the risks associated with the training methodology. Also the appropriateness of the techniques for use with vulnerable groups.
effectiveness: the operational effectiveness of the skills applied by both male and female staff of varying experience and aptitude. An effective reporting process will help provide such information.

If staff are likely to manage events involving children and young people it is important to establish that the skill set taught is appropriate for use.

Selecting trainers and providers

When selecting trainers from within the business, it is important to choose positive role models and not simply the most physically adept individuals.

If choosing an external provider it is important to consider their:
- track record, experience and specialism in this field
- knowledge of the sector
- trainer qualifications and professional development process
- quality assurance process
- service commitment, resilience and reliability
- rigour in training needs analysis and training evaluation
- credibility and experience as expert witnesses
- risk assessments of physical skills, including medical and legal reviews
- references and evidence of tangible results with other employers, for example, in reduction of complaints, assaults and restraints.

Certification of training by awarding bodies is increasingly important especially in this area of health and safety training where it adds further rigour and credibility.

Employers need to check that their insurance and that of any provider covers the specific training provided. It is also important to keep records of all training undertaken by individual employees.

Delivering safer training

There is always a possibility of injury during physical intervention training and this should be reduced through a range of controls, including:
- focus on less aversive skill sets
- risk assessment of both skill sets and training methodology
- strict, well documented safety controls before and during training
- physical and mental preparation of delegates for training
- use of experienced and responsible trainers
- adequate supervision and trainer/delegate ratios.

Each of the above factors can affect safety and learning/skill acquisition and in turn influence the choice of training method and trainer to delegate ratio. As a guide a maximum of twelve delegates being supervised by a single trainer is widely accepted as good practice.

It can be difficult to add realism to training without compromising safety. One straightforward way to achieve this is to choose a training environment that reflects the workplace, for example, a pub, hotel or club. This allows realistic but tightly controlled problem solving scenarios where staff can be guided/walked through situations they experience at work considering the skills they could use.

Great care must be taken if simulation or role-play is adopted i.e. where situations are acted out under resistance. This method can be beneficial and helps to build confidence, but its dynamic and free-flowing nature means it is harder to control and carries greater risk.

If simulation/role-play is used, this needs to be reflected in risk assessment and controls, and trainers need to be taught in this methodology. Before participating in such activity delegates need to have acquired the necessary knowledge and skills and have experience in problem solving.

Trainers should continually examine and reinforce primary and secondary responses i.e. alternatives to physical intervention, during any problem solving or role play (if used).

Evaluation

Employers need to consider at the outset how training will be evaluated. The training evaluation will consider safety aspects through reviewing injuries and near misses in both training and operational use. It will also consider the operational currency and effectiveness of the training and specific physical intervention skill sets taught. The evaluation can consider information relating to incidents, complaints and other potential indicators and include direct consultation with staff before and two to three months after training to establish their perceptions and experiences.

Key messages

- Select a credible, appropriate and balanced training approach/skill set that responds to the training needs analysis
- Balance realism with safety, and ensure safety guidance and control measures are followed and evaluated
- Choose internal trainers carefully to ensure they are positive and responsible role models
- Establish the expertise, credibility and track record of external training providers
- Ensure employer and provider insurance covers the specific type of training provided
- Ensure that training is evaluated on an ongoing basis in the workplace to establish its operational effectiveness, currency and safety.

Additional information

Personal Protective Equipment (PPE)

This can range from protective gloves used when searching or handling substances to protective vests. Although there is no law preventing security personnel from carrying restraints such as handcuffs, it is an offence to carry an offensive weapon in a public place. The Law prohibits the possession of batons and other equipment carried for the purposes of self-defence, for example, a long, heavy torch.

Before considering PPE it is important to undertake a thorough assessment of the risks, and to explore a wide range of potential controls. Once these controls are in place there will be a clearer picture of any residual risk and an informed decision on PPE can be made.

The danger in starting with the assumption that specific equipment such as protective vests are needed is that simple preventative measures can be overlooked. The use of protective equipment should be seen as the "last resort" where risks cannot otherwise be controlled. It is essential to identify and tackle the root causes of incidents and to reduce primary exposure to risk. Protective equipment may be necessary but may only provide partial protection and it should be considered after other controls have been evaluated as described in PPE regulations.

Mechanical restraints

This is the broad term to cover various types of equipment that are used to restrict an individual's movement. Mechanical restraint is covered in this guidance as its use is increasing across the security business sector and wider policing family. Although there is no law preventing employees carrying handcuffs, the decision to issue them should not be taken lightly. Employers that provide such equipment have a duty to provide adequate training and guidance in their use. Staff must use them lawfully and account for their actions.

Handcuffs vary in design and common types include:
● chain linked and hinged handcuffs
● rigid handcuffs
● plastic handcuffs.

Each design has its merits and potential medical implications. Some handcuffs, including the rigid models popular with police forces, can also be used by staff to gain initial control of a violent individual. This may involve a higher degree of force and risk of injury, for example, using the handcuff to force an individual to the ground. (The latter may be lawful in certain circumstances but requires strong justification and is generally discouraged.) These issues need to be addressed through training and guidance in relation to the specific equipment chosen.

Training and guidance needs to educate staff that a handcuffed individual can still present a threat, and of the importance of continuously monitoring the individual and the handcuffs to ensure they are not causing harm. Other mechanical restraints are emerging including wraps and emergency response belts that are used in various ways to restrict movement of arms and legs.

Physical Intervention: Reducing Risk

A guide to good practice for employers in the licensed retail sector

Acknowledgments

BII and Skills for Security would like to thank Bill Fox, Managing Director of Maybo, for chairing the project group which led to the development of this guide. Others who made valuable contributions to this work were:

Rob Baker	Project & Development Manager	Skills for Security
Robert Blackburn	Inspector	Metropolitan Police (ACPO Representative)
Dr Anthony Bleetman	Consultant in Emergency Medicine	Heart of England NHS Foundation Trust
Peter Boatman	Law Society Registered Expert Witness (Use of Force)	
Sarah Crossfield	(then) Qualifications Strategic Development	Security Industry Authority
Cusack Gordon	Director	Leisure Sec plc
Mark Hamilton	Chairman	Rock Steady Group
Steve Howe	Managing Director	Phoenix Security UK Ltd
Mark Jenner	General Manager	ConflictPro Ltd
Fernando Rose	Director	FAR Solutions Ltd
Mark Seymour	Director of Operational Risk	The Spirit Group
Linda Sharpe	Chief Executive	Skills for Security
Cathie Smith	Director of BIIAB	BIIAB
Noel Walsh	Partner	Weightmans Solicitors

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Security Industry Authority

This guidance has been produced with the support of the Security Industry Authority.

We have always believed training should not end with what is required solely for a licence. Employers need to ensure that ongoing, relevant training and guidance is available for those deployed in a variety of situations. We are pleased to see this guidance developed for those who need it; intervention is, by nature, risky for both parties, so it is important that appropriate people are properly trained.

Useful sources and references

Bar Entertainment and Dance Association (BEDA)	www.beda.org.uk
British Beer & Pub Association (BBPA)	www.beerandpub.com
BII & BIIAB	www.bii.org and www.biiab.org
ConflictPro	www.conflictprofessional.com
ENTO National Occupational Standards for Work Related Violence	www.ento.co.uk/standards/summary.php
Institute of Conflict Management (ICM)	www.conflictmanagement.org
Maybo	www.maybo.com
The Association of Licensed Multiple Retailers (ALMR)	www.almr.org.uk
The Health and Safety Executive (HSE)	www.hse.gov.uk
Security Industry Authority (SIA)	www.the-sia.org.uk
Skills for Security (SfS)	www.skillsforsecurity.org.uk

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