Lone Working and Personal Safety

SAFETY GUIDANCE NOTE No: 4
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1 INTRODUCTION

Many council employees, as part of their duties, will be required to work alone or make face-to-face contact with members of the public. Although lone working is not against the law both situations present specific risks to staff that must be carefully assessed and managed, no matter how infrequently they occur.

Activities that can pose a greater risk for lone workers include driving, carrying out inspections or maintenance. Making face-to-face contact with members of the public in their homes or in a building carries its own risk from verbal abuse through to threatening behaviour and physical violence. However if this is carried out whilst working alone the risk is amplified.

This document provides a single source of corporate policy and good practice guidance on lone working and personal safety for authorities supported by EK Human Resources (EKHR). Managers should base their lone working assessments and procedures on the information and guidance in this document. There should be sufficient flexibility to enable procedures to be tailored for individual service risks and working practices. Advice is always available from EKHR on specific issues.

1.1 Employer duties

The authority has a duty under the Health and Safety at Work Act to ensure the health and safety of all its employees, so far as is reasonably practicable. The hazards created by lone working or face-to-face contact with members of the public must be identified, evaluated and controlled by using the process of risk assessment as required in the Management of Health and Safety at Work Regulations.

Where a lone working activity represents a high/medium risk, managers must take action to eliminate the risk where possible or reduce it to as low a level as possible. This can be achieved by alternative methods of working or using appropriate control methods as described in this policy.

Failure to identify, eliminate or control risks through a suitable and sufficient risk assessment could result in an incident occurring. Should this happen the organisation could face enforcement action or prosecution. The penalty if found guilty could be a significant fine or where the offence is more serious, imprisonment.

1.2 Employee duties

Employees also have legal responsibilities under the Health and Safety at Work Act in that they must:

- Take reasonable care of their own health and safety.
- Take reasonable care of the health and safety of anyone affected by their actions or omissions at work.
• Cooperate with their employers in making sure legal responsibilities are met. This includes adhering to any policies, procedures, safe systems of work, attending training when provided and reporting incidents or concerns.
• Not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare at work.

2 LONE WORKING

Local authority staff working where there is limited access to, or contact with other employees are deemed to be lone working. Examples of this include:

• Working alone or away from others while in a building.
• Working outside normal hours in a building.
• Driving to locations around the district.
• Working at or from home.
• Work at night.
• Investigation of break ins.
• Undertaking installations, maintenance, repairs and cleaning without assistance
• Visiting or interacting with members of the public at commercial and domestic locations to provide council services e.g. housing officer, building control officer, planning officer or civil enforcement officer.

Where lone working takes place managers must complete a thorough risk assessment, either as part of an existing task-specific assessment or as an individual generic assessment applied to more than one lone worker. The general risk assessment form available on the intranet should be used for this assessment. These assessments must be reviewed annually or after one of the following: an accident or incident, change of equipment, change of services provision or procedures.

Any risks identified should be removed or reduced to an acceptable level by using appropriate controls. If this isn’t possible the activity should be changed or completed in another way. The assessment should consider:

- Type(s) of activity
- Type of customer
- How often lone working occurs
- How long lone working lasts
- Hazards created by others
- Protective equipment
- Safeguarding children
- Locations visited
- Known medical conditions
- Time of day lone working occurs
- First aid provision
- Need for close or direct supervision
- Poor communication
- Training

2.1 Regulated activities

Some activities are regulated by legislation that prohibits lone working or working without supervision. This must be reflected in any risk assessment. The list below shows the activities most likely to affect council staff. For further information please contact EKHR.

- Working in confined spaces
- Working with hazardous chemicals
- Near electricity cables or gas pipes
- Work with chainsaws, winches, brush cutters, boats, ladders or scaffolding.
- Working in excavations
- Working near deep or fast flowing water
- An individual is an apprentice or inexperienced worker
2.2 Working away from an office or building

Managers must make sure the alarm can be raised quickly and effectively should any member of staff get into difficulty while working alone. Where lone working is infrequent a manual system may be sufficient but, for regular lone working a more robust system may be required.

Lone Workers should:

- Provide an itinerary for the time they will be away from the office, including the location of appointments, start and finish times and likely return times.
- Report any changes to the planned itinerary to limit any delay in locating them and avoid false emergencies.
- Have agreed call-in times if they are out for a significant length of time.
- Identify where visits have an element of higher risk and if working alone is still permitted, call-in before starting the visit and call back at an agreed time. If the call is not received the emergency procedure must be followed.

Managers should:

- Make sure there is a nominated officer identified who is responsible for operating the monitoring system.
- Make sure the nominated officer has clearly defined responsibilities.
- Make sure this system is maintained if visits continue after normal office hours or the nominated officer is not available.
- Make sure all lone working staff are regularly made aware of emergency procedures.
- Ensure staff that work alone have received appropriate training in lone working and conflict avoidance.

2.3 Missed call in and emergency procedure

Each service must have a robust system for raising the alarm if a lone worker misses an agreed call-in or return time. This may simply be forgotten, but could equally be an emergency so must be taken seriously. The procedure for using a manual system of lone worker monitoring should follow these principles and must account for times where staff work outside of normal office hours:

- A nominated officer monitors call in/return times and identifies if a lone worker has missed either.
- The nominated officer will attempt to make contact.
- If there is no answer the nominated officer will try twice more leaving at least 5 minutes between calls.
- If no contact can be made, the nominated officer will inform a manager and try to trace the missing officer’s whereabouts using the itinerary provided. (If another member of staff is close to the last known location they can investigate by looking for their car or visiting the last known contacts but only where it is safe to do so).
- If no contact can be made after 30 minutes using any of the available contact numbers or methods above a management decision must be made as to whether or not the Police must be informed.

2.4 Working alone in a building (normal working hours)

If members of staff are required to work in a building alone or out of easy contact with others (including buildings not owned/operated by the council) they are at greater risk should an incident occur. Before this work takes place the following must be considered and suitable provisions made or tasks not undertaken (a site visit may be required in some circumstances):

- Fire precautions and fire evacuation procedures.
• Access control - preventing unauthorised access or intruders.
• Access to basic first aid equipment and trained personnel.
• Communication equipment and emergency contacts.
• Tasks that could contain elements of higher risk such as working at height, working with some types of machinery and chemicals, meeting potentially violent people.
• Meeting with customers.
• Other activities taking place in the building that might create an additional risk.
• Ensure that appropriate training has been provided for tasks and including specific emergency procedures.
• Agreed contact during the day which should be part of a documented office procedure.
• If you work from home do not conduct meetings there.

2.5 Working alone in a building (outside of normal working hours)

The risks and provisions discussed above apply equally to working outside normal office hours. However, additional risks are likely because of the limited number of people in a building and the level of darkness. Assuming there is no alternative to lone working at these times, additional controls may be needed. For example:

• A system for parking cars close to the building when leaving work late or in the dark.
• Ensuring any manual or automated lone worker monitoring systems continues to work outside of normal working hours.
• Further restrictions on the use of equipment, substances or access to higher risk areas.
• No lone interviews or meetings with members of the public during the late evening or at night.
• If you work from home do not conduct meetings there.

2.6 Visiting tenants or members of the public in their homes

When visiting a customer at their home or attending meetings at other premises staff are entering an unknown environment. This presents specific additional risks such as conflict. This can also include travelling to and from the office or where you live.

Before agreeing to a home visit it is essential to consider the following:-

• Is a home visit the most appropriate way of providing the service.
• Check the safety register and be alert to the possibility of an ulterior motive.
• Check the contact details and call an individual back to confirm the arrangements. If in doubt discuss with a line manager.
• If an individual appears on the safety register follow any instructions given. If there is any doubt do not conduct a visit until you have discussed the issue with a line manager and are happy to visit.
• If the visit includes any form of enforcement consider whether Police should be present.

Arrival and during the visit
• Do not take unnecessary bags or equipment or wear clothing that might hinder an escape (such as high heels).
• Make sure that your car is in a safe place, easy to drive out and as close as possible to the address.
• Always wear identification and provide identification details and the reason for the visit to whoever opens the door.
• Do not enter the property if anyone in it acts aggressively at the front door or if any one seems to be under the influence of drugs or alcohol.
• Take note of the exits.
• If there is anyone present you do not know, ask to be introduced. Check that the person you are visiting is happy to discuss sensitive issues with these other people present.
• Stay alert and make an excuse to leave if there is a change of mood, aggressive behaviour or any sort of threat by any person present.
• If a child answers the door and a parent or guardian is not there do not enter, rearrange the visit.

2.7 Safeguarding Children

Section 11 of the Children’s Act 2004 places a duty on councils to safeguard and promote the welfare of children (0-19 years of age) through all of the services they provide. Without appropriate management controls or checks any one-to-one contact with children should be avoided. Those that work alone can be particularly affected as contact with children can occur unexpectedly. All staff working must receive training in the key principles of the safeguarding children legislation.

All lone working risk assessments should include an evaluation of how this legislation impacts on the work activities likely to bring employees into contact with children. Some work activities may need changing so that one-to-one situation between staff and children do not occur, others may only need minor adjustments. For more information on how these risks can be appropriately managed please contact EKHR.

2.8 Communication Equipment

The most common form of communication is now the mobile phone. Mobile communication is a key element in the majority of lone worker system and an essential piece of equipment for the lone worker. Mobile phones can offer the following benefits:

• Accessing a checking in system (manual or automated)
• Access to other information in an office, including the personal safety register.
• Use in a building with no working landline.
• Accessing and amending diary entries (if available).
• Diversion in a potentially difficult situation.
• Calling assistance from colleagues or emergency services.
• Locating staff using mobile signal or GPS technology (if available).

Some council services use two-way radios where a large number of staff outside of the office need to be in regular contact with each other and a central office.

The type of equipment used must be appropriate for the environment and task, for example:

• Robust enough for use in harsh environments (near water, building sites etc)
• Need to use hands free
• Size, weight, battery life, robustness
• Quality of signal in working area

2.9 Lone worker monitoring service

There are services currently provided by Canterbury City Council CCTV control room which is used by Canterbury City Council staff and by Careline operating from Shepway District Council which is used by Dover District Council staff. The systems allow lone working staff to use their mobile phone to enter the details of their itinerary through an automated process and set up a series of timed call backs. The system phones the user at these times and where there is no answer begins a sequence of responses which escalate to contact being made to a control room or service operator and ultimately the emergency services being called. All messages and call back times can be changed at any time.

The systems also allow users to raise the alarm themselves should they feel threatened. For further information on how either of these systems work contact should be made with either the
2.10 Additional equipment for lone workers

Some activities may require additional basic equipment to further enhance lone worker safety. The most appropriate type will be identified through the lone working risk assessment.

Managers must make sure this equipment is made available to staff before lone working starts and they have been shown how to use it. Staff must use the safety equipment as instructed.

The following list provides some examples of additional lone working equipment although it is not exhaustive.

**Personal Alarms:** Designed to startle an assailant long enough for the victim to escape. These should not be the only form of lone worker protection, but should be part of a range of controls.

**Torchess:** For use when inspecting areas in poor light or at night or if returning to your car during hours of darkness.

**Basic first aid kit and training:** It is essential for all lone workers to have access to basic first aid assistance. For lone workers away from a fixed base a basic first aid kit and training should be provided. The detail of how and what is provided should be decided through the lone working risk assessment and form one part of the lone working controls.

**Overt/covert stab vests:** If a service wishes to provide stab vests they are accepting that staff are likely to be exposed to an extreme level of violence that cannot be adequately controlled in other ways. Careful consideration must be given as to whether these activities are absolutely necessary and the risk justified. A full risk assessment must be completed to ensure all safe systems of work are in place and being used. The justification for providing stab vests must be reviewed and agreed by the Head of Service / Director before a final decision is made.

2.11 Personal safety on foot

The following are general guidelines that should be considered:

- The ability to escape from danger is more likely when wearing clothes you can move in and shoes that are comfortable.
- Walking quickly is usually safer than trying to run.
- Keep arms and hands as free as possible by putting necessary equipment in a bag that can be placed across your body.
- Try to avoid walking alone in the dark, but if this is absolutely necessary keep to busy well-lit roads where possible.
- Do not take shortcuts unless they are known to be safe.
- Be wary of stationary vehicles with their engines running and people sitting in them.
- Avoid wearing headphones or Bluetooth headsets as they reduce awareness and can make you more susceptible to mugging.

2.12 Medical conditions

Staff who have an illness or condition that might put them at greater risk whilst working alone must tell their line manager so that appropriate controls can be put into place. This might include extreme allergies, blackouts, epilepsy, vertigo, diabetes, heart conditions etc.
3 VIOLENCE AT WORK

Work activities that include face-to-face contact with members of the public have the potential for conflict, which in extreme cases can involve violent behaviour. This is particularly so where bad news is given or rules and decisions are enforced. It is also possible that violence could be experienced from work colleagues.

The councils take any act of violence towards their staff very seriously. All reasonable measures will be taken to prevent or minimise the likelihood of violence at work and to provide support to any member of staff that has been the subject of violence. Wherever possible, further action will be taken against individuals that subject council staff to violence.

3.1 Definition of violence

Violence can be described in many ways. For the purposes of this guidance note the Health and Safety Executive definition is used: ‘Any incident in which a person is abused, threatened or assaulted in circumstances relating to their work’.

This can include:

- Actual physical violence (comparatively rare)
- Threats of violence to the individual, their family or property
- Severe verbal aggression and abuse

There is often uncertainty over the definition of severe verbal aggression and abuse. Perceptions vary depending on personal experiences, training, length of time in the job etc. However, any verbal aggression and abuse is not acceptable. All instances of verbal aggression should be discussed with a line manager, appropriate actions taken and a report completed.

3.2 Avoiding conflict

The risk of violence can be reduced significantly by following the lone working procedures detailed above. However these further suggestions may also help.

- Customer service and conflict management training should be provided to all staff in regular contact with members of the public, including strategies on how to deliver bad news in the best way.
- Incidents of violence should be reported.
- Reception areas and interview rooms should be designed to reduce the likelihood of violence against employees.
- If it is necessary for people to wait to see a member of staff, the delay should be kept to a minimum. The environment that customers wait in should be kept clean, tidy, interesting and in good repair.
- All reasonable steps should be taken to diffuse a situation that is likely to escalate to violent behaviour. This may mean ending the discussion or interview as best as possible and leaving the scene.

3.3 Reporting violent incidents

All incidents involving violence (as defined above) must be reported using the corporate accident and incident form. Incidents should be reported as soon as possible as the level of detail that can be recalled will diminish over time. Staff who have been subject to violence must be given time at work to complete the report. Each incident will be investigated and immediate action taken where necessary.
Information collated over a period of time is used to give an indication of frequency, common triggers, dangerous locations and the severity of violent incidents throughout the councils. This influences corporate changes and improvements to reduce the likelihood of an incident occurring. It also enables the councils to fulfil their legal duties to report certain incidents to the Health and Safety Executive.

3.4 Actions following a violent incident

Depending on the severity of the incident not all of the steps below may be necessary or followed in the order given. Ask EKHR for advice if there is any uncertainty.

- Retreat to a place of safety.
- Call for assistance. If still in danger or the incident has been severe contact the Police using 999. If an injury has been sustained contact an ambulance. Once these calls have been made or if they have not been necessary contact a line manager or colleague.
- If possible, the member of staff should make a note of the name and contact details of anyone that witnessed the incident.
- The line manager must:
  a. Make sure the employee is receiving any medical attention necessary.
  b. Inform the police if appropriate and if they have not already been called.
  c. Inform EKHR as soon as possible.
  d. Complete a preliminary investigation (with EKHR in serious incidents) and take any immediate preventative actions.
  e. Complete an incident form and send it to EKHR within three days. If the member of staff is not able to complete this within this time the line manager can do it for them.
  f. Where necessary complete a request to include the customer on the risk register or make an amendment to an existing record.
- EKHR will follow up on reported incidents if necessary.
- The information provided will be recorded on the corporate accident and incident database.

3.5 Incident investigation

An investigation into any reported incident will always take place to establish what happened and see how similar incidents can be avoided. An investigation will include:

- Reviewing written accounts of the incident.
- Discussing the events that led to the incident with the member of staff.
- Talking to any witnesses and obtaining a written description of their observations.
- Talking to the aggressor to establish their understanding of what happened. How and who does this needs to be carefully considered so as to avoid any further escalation to violence.
- Reviewing any CCTV footage.
- Checking whether information was previously available on a customer and if it was made available to staff.
- Checking that lone worker procedures were followed and if protective equipment was available and used.
- Assessing current lone worker procedures for effectiveness.
- Completing a report of the findings and recommendations

EKHR will conduct the investigation with the line manager.

If the police have been called to an incident they will conduct their own investigation. If a criminal prosecution is likely the internal investigation will still continue, although some information may not be available.
3.6 Preventative actions

Some immediate changes might be possible to prevent a similar incident occurring again. For example:

- Withdrawal of or a change in the method of service provision to the customer concerned.
- Adding details of the individual onto the safety register.
- Amending current procedures.
- Refresher training in local procedures or conflict management.
- Provision of additional equipment.

There might also be longer-term actions, for example:

- A full review of current policies and procedures at service and corporate levels.
- A review of the suitability of post-incident support.
- A review of the training programme to reflect the types of incident happening to council employees.
- Collating statistical information to identify trends in incidents of violence so action can be taken corporately to change work practices.

3.7 Post incident support

Post incident support will be provided to staff involved in an incident or who witness a serious incident or accident. Managers are responsible for discussing the incident with the member of staff involved and deciding with them if further support is required.

EKHR can offer advice and, if necessary, referral to a counselling service.

3.8 Legal action following actual physical violence

If an offence has been committed against a member of staff the following may take place:

- If the Police prosecute, the employee and any staff witnesses may attend court to give evidence during working hours.

- If the Police decide not to prosecute, the employee may be able to prosecute privately. The legal sections within each authority will be able to give general guidance, but cannot act for employees in this instance, so external legal support will be necessary.

- If an employee decides to prosecute privately, the council may (in exceptional circumstances and at the discretion of the Chief Executive in consultation with the Solicitor to the Council) approve financial support, as long as the council’s and employee’s interests do not conflict.

- It may also be possible for the employee to claim compensation from the assailant in the County Court. A claim for personal injuries must be brought within three years of the assault or, if later, the time when the plaintiff became aware of the injury. The employee is advised to consult their Trade Union or a solicitor before doing this.

- If compensation cannot be claimed from the assailant it is possible that the Criminal Injuries Compensation Scheme may be used. Information on eligibility and applications are available from the Criminal Injuries Compensation Authority, either from their website [www.cica.gov.uk](http://www.cica.gov.uk), by phone 0800 358 3601 or in writing to the Criminal Injuries Compensation Authority, Tay House, 300 Bath Street, Glasgow G2 4LN.
3.9 Training

The risks associated with lone working or working with members of the public are varied and sometimes unpredictable. The provision of training is key to ensuring that staff know:

- What common lone working hazards exist and how to avoid them.
- The risk assessment that has been completed for their role and what hazards related to lone working have been identified.
- The procedures or systems that have been put into place to remove or reduce the risks of lone working to as low a level as possible.
- Techniques that can be applied to avoid or deal with common lone working risks.
- What protective equipment is available to them and how to use it.

There are lone working training courses available on the Learning Nexus e-learning system. However where a specific training need is identified a manager should contact EKHR to discuss the detailed requirements, so the most suitable course for the level and type of risk can be provided.

4 PERSONAL SAFETY FOR FRONT LINE STAFF WORKING FROM CUSTOMER SERVICES CENTRES OR GATEWAY OFFICES

4.1 Gateway offices

This section describes the procedures for staff working in visitor centres, Gateway offices or when using interview rooms in council offices. It gives detail on what to do when handling potentially difficult or violent customers in this environment. However many of the techniques described in previous sections can be used when dealing with customers in any situation.

Staff working in these areas will receive training and regular updates in how to deal with difficult customers and conflict.

4.2 Safety checks

Panic buttons (where installed) should be tested weekly, the test logged and any defects recorded and reported. CCTV cameras should be checked daily to ensure they are on and displaying correctly.

4.3 Taking action to prevent an incident

There are many ways that staff can help to prevent an incident from occurring or ‘take the heat’ out of a situation:

- Listen to what the customer has to say.
- Give the customer your full and undivided attention.
- Manage the customer’s expectations – tell them what can and can’t be done for them and explain how they can be helped.
- If the customer needs to have their problem escalated to a higher level, contact an appropriate person in the service department.
- Ask for help – inability to deal with a query can frustrate the customer further.
- Make sure the customer is not forgotten if they have been asked to wait for someone.
- Manage the queues. Staff who are not busy must offer their help.
Things Staff Should Always Do

- Look after yourself – make an assessment of the situation and decide whether you think you can deal with it or whether you may need support.
- Look after your colleagues - be aware of what is going on around you. Look at the body language of staff and customers and assess whether an incident appears to be developing. Call for assistance or go to the assistance of colleagues but do not have more than two members of staff present as it may intensify the situation.
- Be aware of your surroundings – note your escape route so you know where to go if you need to use it.
- Know who to call for help before you sit down with a customer – so you are prepared if a situations develops which is not serious enough for use of the panic button or calling the police.
- Know where the panic buttons are and how to activate them.

4.4 Intoxicated / disruptive customers in public areas

Drunken and disruptive customers in public areas do not always pose a threat to staff. If staff do not feel directly at risk but are unhappy with the situation, they should contact their line manager.

The contact centre at Canterbury City Council benefits from having the CCTV control room on site. The control room can be asked to monitor the situation and contact the police if necessary.

4.5 Use of secure interview rooms

There are secure interview rooms available at all the authorities for all front line services to conduct private interviews with customers. These rooms are fitted with:

- An exit door behind the desk to enable staff to exit in an emergency. This can be locked from the outside using a twist lock so staff cannot be followed
- A panic button
- CCTV cameras at most locations linked to the back office area (and CCTV Control room at Canterbury).
- Rooms are fitted with a full width desk to form a greater barrier.

Contact centre/Gateway staff should be notified whenever an interview room is in use as they are the initial responders to an incident.

4.6 Undertaking an interview

Before any appointment is made each customers name must be checked against the safety register. If the individual appears on the register, or there is other intelligence that suggests a history of violence or aggression, an assessment should be completed with the line manager to establish the safest way to provide the service required.

If as a result of this assessment a face-to-face meeting might be ruled out as the risk is too great. If a meeting does take place the minimum precautions would be as follows:

- Notify contact centre/Gateway staff of the interview.
- Inform a line manager of the interview.
- Have two members of staff present in the meeting.
- Inform the CCTV control room (where available) before the start of the meeting so they can have the interview room on screen
- Use the interview room with the full width desk.
• Enter the room using the rear door.

Where a customer does not appear on the safety register and there is no other evidence to suggest there may be risk of confrontation, meetings can be conducted on a one-to-one basis, however a colleague should be informed when interviews are under way.

If at any time during a meeting/interview the member of staff believes that a customer is becoming agitated or aggressive and they cannot bring the situation back under control they should contact their line manager or senior colleague for assistance. Before entering the manager or colleague should contact the CCTV control room where applicable and ask that the situation be monitored. The control room must also be notified when the meeting is over.

If a customer becomes physically abusive or violent very quickly or without warning the panic button must be activated. The member of staff should leave the interview room as soon as possible via the rear exit, shut and lock the door from the outside and make their way to their manager.

The line manager must be notified of the incident if not already aware and an incident report form completed as soon as possible and sent to EKHR.

4.7 Cashier desk – Canterbury and Ramsgate Harbour Office

There are two positions in the customer service centre at Canterbury that hold quantities of cash, these are the cashier counter and desk 9. The cashier counter holds larger amounts of cash, and because of the higher risk is fitted with a glass screen as well as having a panic alarm and CCTV coverage of customers at the counter. Desk 9 is only used for small transactions and has a limited amount of cash. When a preset amount is reached it is removed to the cashier room. This desk has a panic button and CCTV coverage.

Monies are taken on a daily basis at the Harbour Office, Ramsgate. This money is stored overnight in a safe in the office and collected each morning by the council’s cash collection team. The counter within the Harbour Office has a panic button and is fitted with a glass screen.

4.8 Action in the event of robbery

Should money be demanded with the threat of violence staff should press the panic button as soon as possible and provide the money demanded. Canterbury City Council, Thanet District Council and Dover District Council do not expect any member of staff to put themselves or others at risk to protect this money.

In Canterbury on pushing the panic alarm the contact centre and central control are alerted, who will contact the police immediately. At the Harbour Office, Ramsgate, pressing the panic button sounds an audible alarm throughout the building. Staff should try and make a mental note of what the person is wearing, any accent, height, build, hair colour facial features etc and make a note as soon as possible. The police will conduct interviews after the event and ask for this information.

Should the robbery be loud and aggressive customers and staff will be panicked. It is important to follow instructions given by the criminal to avoid injury. If no instruction is given and other staff and customers are allowed to leave, staff should leave the area concerned and wait for the all clear.

4.9 DDC parking meter cash collection

Cash collections are made by Dover District Council from pay and display parking machines around the district. There is a safe method of working which all those involved read and sign.
This confirms that all staff should remain vigilant at all times, that the van is never left unattended and the passenger/collector and driver work as a two or three man team at all times depending on the amount of monies collected. The collection team remain in contact with the cash office based at the Maison Dieu offices and advise them when all necessary machines have been emptied.

For further information on anything covered in this guidance note please contact EK Human Resources on 01304 872799