



**Shropshire Community Health**  
NHS Trust

# **Security Management Strategy**

**(01 June 2022 to 31 May 2025)**

## 1. Introduction

- 1.1 This strategy document has been produced to outline the overarching security strategy for tackling crime within the Trust.
- 1.2 The overriding aim for security management is to support Shropshire Community Health NHS Trust (Trust) staff in providing high quality healthcare through a safe and secure environment that protects patients, staff and visitors, their property and the physical assets of the organisation.
- 1.3 People are our most important asset, and we recognise that their security, safety and welfare and that of others affected by our activities is paramount. The Trust will comply with all relevant legislation and continue to work to raise the standards of the service.
- 1.4 The Trust are required under General Condition 5.9 of the 2021/22 NHS Standard Contract to have regard to the NHS Violence Prevention and Reduction Standard.
- 1.5 Priority areas (organisational and local) for action are detailed in the Local Security Management Specialist's Annual Security Work Plan which is approved on an annual basis by the Trust Head of Estates.
- 1.6 As part of its overarching aim of improving security, the Trust has nominated the Director of Finance to lead overall on the management of security at Board level. The Trust Head of Estates will however oversee security management work on a daily basis. The Trust have also nominated a fully trained and accredited Local Security Management Specialist to advise on and manage the efforts to tackle crime against the organisation and raise awareness of security. This will provide direction and guidance in relation to security to all the services operated by the Trust.
- 1.7 The Trust has a Security Management Policy, which has been approved and adopted by the Trust. The Policy is available to all members of staff via the "Staff Zone" under "Policies" on the Trust intranet site. It should be used as a guide on appropriate action to be taken when security management concerns arise.
- 1.8 The strategy is summarised on a "Plan on a Page", which is included as Appendix A.

## 2. Violence Prevention and Reduction Standard

- 2.1 Under the NHS Standard Contract 2022/23, all organisations providing NHS services should have regard to the Violence Prevention and Reduction Standard (General Condition 5.9) and are required to review their status against it and provide Board assurance that they have been met twice a year.
- 2.2 The Violence Prevention and Reduction Standard provides a risk-based framework that supports a safe and secure working environment for NHS staff, safeguarding them against abuse, aggression, and violence.
- 2.3 The risk-based framework follows a Plan, Do Check, Act (PDCA) approach, an iterative four-step management method to validate, control and achieve continuous improvement of processes. Details of each are given below
  - 2.3.1 **Plan** – Trust review against the violence prevention and reduction standard and identify future requirements, to understand what needs to be completed and how, who will be responsible for key actions, and what measures will be used to evaluate success.
  - 2.3.2 **Do** – assess and management of risks; organise and implementation of processes and communication of plans to NHS staff and key stakeholders in their delivery to provide adequate resources and supported training.
  - 2.3.3 **Check** - assess how well the risks are controlled and determine if the aims have been achieved, assessing any gaps and corrective action taken.
  - 2.3.4 **Act** – performance review of related actions to facilitate Senior Management direction in relation to policies or plans; including responses to any localised lessons learnt and incident data collected in respect of violence prevention and reduction. Critical findings should be shared with internal and external stakeholders.
- 2.4 Commissioners are expected to undertake compliance assessments as part of their regular contract reviews with the Provider, twice a year as a minimum or quarterly if significant concerns are identified and raised.
- 2.5 The Trust has nominated the Director of Finance to lead on the implementation of the Violence, Prevention and Reduction Standard, who in turn will appoint a Violence, Prevention and Reduction Lead to operationally lead on the requirements of the standard.

### 3. Objectives of the Strategy

3.1 This section explains the Trust's overriding objectives of its security management strategy, namely to ensure that effective security measures are embedded within the organisation's culture and activities.

3.2 In order to reduce crime, it is necessary to take a multi-faceted approach that is both proactive and reactive. The Trust have adopted four key principles designed to minimise the incidence of crime, and to deal effectively with those who commit crimes against the NHS. The four key principles are:

3.2.1 **Governance Arrangements** adopted by the Trust ensure crime, prevention and reduction measures are embedded at all levels across the Trust.

3.2.2 **Creating a Pro security Culture** in those who work for or use the NHS about crime and how to tackle it. NHS staff and the public should be informed and involved with a view to increasing understanding of the impact of crime against the NHS. This can take place through communications and promotion such as public awareness campaigns and media management. Working relationships with stakeholders will be strengthened and maintained through active engagement. Where necessary, we will all work to change the culture and perceptions of crime so that it is not tolerated at any level.

3.2.3 **Prevention and Deterrence** of crime in the NHS to take away the opportunity for crime to occur or to re-occur and discourage those individuals who may be tempted to commit crime. Successes will be publicised so that the risk and consequences of detection are clear to potential offenders. Those individuals who are not deterred should be prevented from committing crime by robust systems, which will be put in place in line with policy, standards and guidance.

3.2.4 **Investigations and Associated Actions** of those who have committed crime against the NHS. Professionally trained and accredited specialists will tackle crime and ensure they continue to meet the required standards. Crimes must be detected and investigated, suspects prosecuted where appropriate, and redress sought where possible. Where necessary and appropriate, this work should be conducted in partnership with the police and other crime prevention agencies. Investigation and prosecution should take place locally wherever possible. Where recovery of monies lost to crime is viable, this should be pursued. In relation to crimes against NHS staff, criminal damage or theft against NHS property, investigation and prosecution should be undertaken in liaison with the police and the Crown Prosecution Service.

- 3.3 A pro-security culture needs to be embedded amongst staff, professionals and the public to engender a culture where the responsibility for security is accepted by all and the actions of the minority who breach security are not tolerated.
- 3.4 It is also important that the Trust identifies the issues of security management and violence or aggression against staff and thereafter maintains or develops policies, procedures and systems with administrative or technical features which make them less vulnerable, or exposed, and more able to address these issues.
- 3.5 The need for effective preventative measures is a major factor in an effective security management strategy, but it can only be so with the full support of the Executive Officers, Managers and Staff within the Trust.
- 3.6 It is recognised that it is not always possible to deter or prevent criminal activity from succeeding. In such circumstances, the Trust must ensure that it effectively investigates, and where appropriate imposes sanctions and seeks redress from those responsible.
- 3.7 It is imperative that the Trust adopts a robust approach towards imposing sanctions and seeking redress against those responsible for any criminal act, whether or not losses have occurred.
- 3.8 Following the detection and investigation of security related incidents, the Trust must ensure that effective sanctions are taken against those responsible. This may include sending unacceptable behaviour warning letters to patients or supporting legal action in a Criminal or Civil Court and could extend to reporting individuals found to be responsible for misconduct to their Professional Regulatory body for disciplinary action to be considered.
- 3.9 The Trust may take action through its internal Disciplinary Procedure in respect of any potential wrongdoing which has been found during the course of an investigation. In such circumstances, the Local Security Management Specialist may assist the Human Resources Department in obtaining evidence.
- 3.10 It is important that there is a good working relationship between the Local Security Management Specialist and the Human Resources Department. A protocol detailing the interaction between the two parties has therefore been adopted by the Trust. The protocol enables effective interaction between the Local Security Management Specialist and the Human Resources Advisory Team with regards to considering appropriate sanctions to be applied to Trust staff following criminal/disciplinary investigations.

#### **4. Approach to tackling Security Management**

- 4.1 The Trust has a Security Management Policy which is available to all members of staff. It explains the various aspects of the organisations approach to security management.
- 4.2 The Trust has an accredited Local Security Management Specialist who has the authority to act in the role, and in doing so needs to develop and deliver on a risk assessed programme of work (Work Plan). The Local Security Management Specialist will meet, as required, with the Trust Head of Estates to discuss the whole range of security management work being undertaken within the Trust.
- 4.3 To tackle security management effectively, the Local Security Management Specialist will work with other Trust colleagues, other Organisations and Partners for example other Local Security Management Specialists, Auditors, the Police, and Counter Terrorism Officers.
- 4.4 A central feature of the work undertaken by the Local Security Management Specialist will be the production of a risk assessed Work Plan which will detail a full range of integrated action for the coming year. This Work Plan will be agreed with the Trust Head of Estates and it will be reviewed throughout the year for any appropriate amendments to be made arising from additional work that could not be foreseen.
- 4.5 The Trust has an effective Trust wide Risk Register which is sub-divided into local registers for Directorates and Departments. The Trust Audit Committee will review the registers on a regular basis. The Local Security Management Specialist, Head of Governance and Risk, and Health and Safety Manager work closely together and share information on potential risks, in order that work under their respective responsibilities is actioned appropriately.
- 4.6 The Local Security Management Specialist meets with Internal Audit, as and when required, and a protocol detailing the interaction between the two parties has been adopted by the Trust. The protocol is a framework for general interaction requirements between the Local Security Management Specialist and Internal Audit to aid the prevention, deterrence and detection of crime within the Trust.
- 4.7 To reduce the risk of crime entering the Trust there is close and supportive liaison between the Local Security Management Specialist, Local Counter Fraud Specialist, the Trust Risk Management department, and Internal Audit functions.
- 4.8 Throughout the year the Local Security Management Specialist will undertake a series of activities/events/tasks designed to explain the Trust's approach to tackling security management issues. This whole awareness programme is aimed at enhancing the Pro-Security Culture across the Trust and may include such topics as:

- The role of the Local Security Management Specialist
- Reporting suspicions of theft and/or criminal damage.
- Reporting concerns over lone working arrangements.
- Reporting incidents of violence and aggression.
- Support for staff following any security related incident.
- Crime prevention advice.
- Security Risk Assessments of Staff Premises.
- Raising awareness of counter terrorism issues.
- Unannounced Security Audits and Visits to Premises.
- Drafting and Reviewing Security Related Policies/ Procedures.
- Assistance with Investigation.
- Sanctions and Redress.
- Management responsibilities in identifying security issues emphasising the importance of the manager's role to prevent and deter security related incidents when carrying out their daily tasks.

## **5. Violence and Aggression/Physical and Non-Physical Assault**

- 5.1 It should be recognised that the management of violence and aggression will always present a risk to the Trust due to the nature of the client/patient base to whom care is delivered. The Trust recognises and is committed to implementing relevant control measures to mitigate against identified risks related to violence and aggression.
- 5.2 The arrangements for the management of violence and aggression are detailed in the Trust Violence and Aggression Policy, including Lone Working.

## **6. Protecting Property and Assets**

- 6.1 All those who work in, use or provide services to the NHS have a collective responsibility to ensure that property and assets relevant to the delivery of NHS healthcare are properly secure.
- 6.2 Property can be defined as the physical buildings in which NHS staff and professionals work, where patients are treated and from where the business of the NHS is delivered. Assets, irrespective of their value, can be defined as the materials and equipment used to deliver NHS healthcare. In respect of staff, professionals, and patients it can also mean the personal possessions they retain whilst working in, using or providing services to the NHS.
- 6.3 Protecting property involves buildings from where NHS healthcare is delivered, since damage to or theft from them can have an impact on the delivery of that healthcare, as well as depriving the NHS of resources that would otherwise go to patient care. There are also clear links between security of property and the potential for incidents of violence against staff, professionals, and patients to occur,

as well as theft of their property and of NHS assets. Poorly designed buildings or extended sites, with numerous exits and public rights of way, can make securing property difficult and can create the potential for those who have no proper business at a particular site to gain unchallenged access.

- 6.4 Assets acquired by or donated to health bodies are the tools that allow the staff and professionals to do their jobs and deliver NHS healthcare to patients. While assets are often regarded as items over a certain value recorded on a health body's asset register, all items owned by or donated to a health body should be considered as assets and should be properly secure. This should be irrespective of whether they are low value stationery items, catering supplies, furniture, Information Technology equipment and consumables, drugs, expensive medical equipment, or hazardous materials.

## **7. Lone Working – Supporting staff to work safely**

- 7.1 Arrangements in place to reduce or control risks from lone working must be regularly monitored and recorded to ensure that they are being adhered to and remain workable. This is the responsibility of the Line Manager; however, where concerns are raised regarding local controls, protocols or procedures, a joint review should be undertaken by staff and their Line Managers to determine any corrective measures required. The advice of the Local Security Management Specialist, or the Health and Safety Manager, should be sought as necessary.
- 7.2 The arrangements for the management of lone working are detailed in the Trust Violence and Aggression Policy, including Lone Working.

## **8. Training – Ensuring staff are appropriately trained**

- 8.1 The Local Security Management Specialist attends all necessary training, development events and continuous professional development as available, to appropriately fulfil their role on an ongoing basis.
- 8.2 The Local Security Management Specialist will provide security management awareness training to all new, and existing Trust employees on request.
- 8.3 It is the responsibility of Line Managers to identify specific training needs for their staff. This may be provided by the Trust Local Security Management Specialist, the Joint Training Initiative with Shropshire Council, or through other external training providers.



## Security Management Strategy (2022 – 2025)

Objective: To ensure effective security measures are embedded within the organisational culture and activities

### Strategic Objectives

Caring For Our Communities

Looking After Our People

Managing Our Resources



*Improving Lives in Our Communities*

#### 4 Key Principles

- **Governance Arrangements** - embedding crime prevention and reduction measures across the Trust
- **Creating a Pro-security Culture** - in those who work for or use the NHS about crime and how to tackle it
- **Prevention and Deterrence** - of crime in the NHS to take away the opportunity for crime to occur and discourage those individuals who may be tempted to commit crime
- **Investigation and Associated Actions** - investigating those who have committed crime against the NHS

#### Priorities: Programme of Work

- Produce a risk assessed programme of work
- Advise on and manage efforts to tackle crime against the Trust and raise awareness of security
- Provide support, direction and guidance in relation to security to all services operated by the Trust
- Implement relevant control measures to mitigate against identified risks relating to violence and aggression
- Provide security management awareness training to new and existing employees of the Trust
- Have regard for the Violence Prevention and Reduction Standards

#### Outcomes

- A safe and secure environment that protects patients, visitors and staff and their property
- A safe and secure environment that protects the physical assets of the Trust
- Adoption of current best practice
- Effective use of all available toolkits, frameworks, legislation and resources to deliver measures
- Robust internal controls and systems to mitigate crime against the Trust
- Effective performance delivery
- Reduction in assaults on staff

Development of an information and knowledge culture

Collaborative partnerships for successful joint working

Supporting the provision of safe and effective care