

Devon County Council Survey into the Issues of Domestic Violence and Abuse in the Workplace

This report summarises the findings, issues and recommendations from a staff survey about domestic violence and abuse. Detailed findings relating to these are attached in appendix 1.

Summary Overview

In June 2004 6,325 employees received an email from Philip Jenkinson inviting them to complete a questionnaire about domestic violence. The questionnaire was asking for

- i) views on the definition of domestic violence
- ii) whether staff were aware of victims or perpetrators within the workplace
- iii) whether any respondents had been, or were current survivors
- iv) views on, and from, managers about dealing with survivors and perpetrators
- v) staff views on the response of DCC, as an employer, to the issue.

The interest generated by this questionnaire was reflected in the unprecedented response to its circulation, with 673 completions within the first three hours. A total of 1,567 staff, 24.7% of the survey population, responded within the two week period. 1099 or 70.6% of the respondents were female and 457 or 29.4% were male. Taking into consideration the gender imbalance of the survey population¹ of 6,325 (4,340 women and 1,985 men) virtually equal percentage responses were received from female (25%) and male (23%) population.

The survey findings provide quantitative and qualitative data revealing the scale and effects of domestic violence within the workplace. These findings pose issues for the organisation to respond to:

- How should the organisation support survivors of domestic violence?
- How should the organisation protect survivors from perpetrators harming them within the workplace?
- How should the organisation provide support to managers and work colleagues to deal with the repercussions of domestic violence?
- What should the organisation do about perpetrators within their employ?
- How should the organisation's recruitment procedures reflect the issues surrounding the employment of perpetrators?
- How should the organisation's Employer Policy on DV be reviewed to reflect the above?

Summary Findings

- 26.7% of the 1,567 respondents had been, or still were, victims of domestic violence. This equates to **6,333** of DCC's 23,720 staff. 10.4% of the respondents are current victims. Neither of these statistics is remarkable as they reflect national research findings. However, this means that there will be approximately **2,467** staff currently suffering from domestic violence, and the negative consequences this has on theirs and colleagues work.
- Work colleagues suffer as a consequence of others' domestic violence. 11.1% of the sample population were affected which equates to **2,609** of DCC's staff. Those who are brought into the confidence of the survivor often feel burdened and in need of support themselves. Colleagues usually take on an increased workload.
- Survivors' domestic violence experiences affect them at work in the following ways:

¹ This imbalance is reflected in DCC's overall female/male employment which comprises 79% women, 21% men

- Low self esteem; low energy; loss of concentration; time off sick; poor quality of work; working overtime; reduced career development; adverse affect on job prospects; conflicts with manager; conflicts with colleagues; loss of confidence; withdrawn; depression; tired; lacking motivation.
- Domestic violence is a workplace issue affecting not just survivors and their work; but work colleagues, managers, perpetrators and the employer. Yet to be researched is the impact of this on service provision for **clients**.
- As well as an emotional impact there is a **financial cost** to the employer as a result of time off, reduced work effectiveness of the survivor and knock-on impact on colleagues.
- Where domestic violence has been brought to managers' attention the issue has been dealt with sensitively. A majority of victims, however, do not bring the issue to their managers. Managers would welcome clearer guidance on support for survivors and perpetrators.
- Perpetrators are employed within DCC. There is no 'domestic violence crime' so recruitment procedures are unlikely to take into account staff with domestic violence-related crimes, convictions or cautions (such as ABH, GBH, stalking, harassment etc). Views expressed a sense that perpetrators should not be employed in jobs which bring them into contact with children and vulnerable adults, but this leaves open to question the suitability of a perpetrator to be employed at all. Clearer guidance is sought, by managers, on action they should take if a perpetrator within their employ comes to their attention. **This research has revealed that there are perpetrators currently working in social services and education, and known to the police.** The leading national public service dealing with this issue is the Police, lead by ACPO. Devon & Cornwall Constabulary has a stringent policy to deal with perpetrators.
- The key support service required by survivors is the provision of counselling.
- Staff welcomed DCC bringing domestic violence to their attention. The survey generated a positive awareness-raising experience.
- Staff would welcome increased awareness about domestic violence: new staff should receive information through their 'welcome pack'; publicity of support numbers should be available in leaflets, posters, stickers and intranet. Training is needed to improve staff and elected members knowledge about domestic violence and abuse, and additional training for managers in how to deal with issues of support for victims and perpetrators.
- The majority of respondents believe that DCC has a responsibility to deal with issues of domestic violence. Evidence shows that the private experience of individuals has a direct impact on them and others in the workplace.
- DCC's Employer Policy on DV needs to state that 'domestic violence is unacceptable' and provide managers with guidelines on handling perpetrators and survivors; opportunities for staff training; and increased awareness raising amongst staff about the issues of domestic violence in relation to work.

Recommendations

- DCC takes action to understand the impact and implications of domestic violence on the provision of its services to the public, whether as a result of a perpetrator or survivor being employed by the Authority.
- DCC investigates its recruitment and employment issues in relation to the perpetrator
- DCC identifies additional support services for survivors (e.g. peer mentoring; DV champions)
- DCC works with UNISON to increase Steward's training and awareness-raising, and the union's publicity about domestic violence

- DCC introduces the DV Employer Policy alongside a comprehensive awareness-raising campaign
- DCC runs a training programme to develop Personnel Officer 'DV Specialists'
- DCC prioritises awareness-raising training for managers
- DCC develops a bespoke electronic training package to supplement a one day, multi-agency awareness raising training
- DCC incorporates a DV case study within Members induction training from October 2004
- DCC holds further consultation in six months through focus groups and follow up questionnaire to obtain feedback on the economic costs of domestic violence and feedback on the policy implementation
- DCC reviews the impact of domestic violence in schools
- DCC reviews the DV Employer Policy after 9 months from launch date
- DCC funds, in partnership with other statutory organisations, community perpetrator programmes in Devon
- DCC funds, in partnership with other statutory organisations, community outreach support services
- DCC publicises this summary report on the intranet

Rachel Martin
DVA Prevention Co-ordinator
8th October 2004

Appendix 1: Detailed findings from staff survey on domestic violence

How men and women responded differently to some of the survey questions

Table 1 highlights some of different responses given by men and women.

Table 1 : Differentiation between male and female responses to survey questions:

Survey questions responded to	Male % and number of male respondents	Female % and number of female respondents
Those who see it as an employer's responsibility to support an employee experiencing DV	84.1% (380 of 452)	90.3% (972 of 1077)
Those who see E-mail as the most effective method of communicating DV policy in DCC	69.1% (313 of 453)	71.6% (782 of 1092)
Those who see the Intranet as the 2 nd most effective method of communicating DV policy in DCC	47.0% (213 of 453)	42.2% (461 of 1092)
The number of males and females responding	29.4% (457 of 1556)	70.6% (1099 of 1556)
The number of managers responding	41.8% (158 of 378)	24.1% (211 of 874)
Those who know a victim or a perpetrator in the workplace of DCC	7.5% (34 of 453)	12.8% (140 of 1091)
Victims they know	88.2% (30 of 34)	96.4% (134 of 139)
Perpetrators they know	11.8% (4 of 34)	3.6% (5 of 139)
Have they been a victim of DV	16% (73 of 456)	31.1% (337 of 1083)
Current victims	13.9% (10 of 72)	9.5% (32 of 337)
Are the victims receiving support from an agency either inside or outside DCC?	6.8% (5 of 73)	7.9% (26 of 329)
Victims who contact GPs	20% (1 of 5)	56% (14 of 25)
Victims who contact a Counsellor	60% (3 of 5)	60% (15 of 25)
Victims who contact a DCC Counsellor	-	48% (12 of 25)
Victims who contact the Police	20% (1 of 5)	56% (14 of 25)
Victims who contact Rape and Sexual Abuse Line	20% (1 of 5)	4% (1 of 25)
Victims who contact Samaritans	20% (1 of 5)	12% (3 of 25)
DV has caused victims to take time off work	21.9% (16 of 73)	29.6% (99 of 334)
DV has caused victims problems at work	36.1% (26 of 72)	29.8% (99 of 332)
DV has caused victims to take time off work	38.5% (10 of 26)	49% (49 of 100)
DV is cause for poor quality of work	53.8% (14 of 26)	32% (32 of 100)
DV has caused low self esteem	69.2% (18 of 26)	87% (87 of 100)
DV has caused victims to work overtime	30.8% (8 of 26)	25% (25 of 100)
DV has adversely affected job prospects	34.6% (9 of 26)	27% (27 of 100)
DV has caused conflict with colleagues	30.8% (8 of 26)	9% (9 of 100)
DV has caused conflict with manager	26.9% (7 of 26)	13% (13 of 100)
Those who think their work colleagues know they are victims of DV	9.1% (6 of 66)	14.5% (43 of 297)
Those whose managers are aware that they are victims of DV	8.8% (6 of 68)	20.9% (65 of 311)
Managers who support their staff who are victims	83.3% (5 of 6)	83.1% (54 of 65)

Impact of DV on the workplace

Two thirds of the survivors said that their experience had not caused them problems at work, but one third, 127 survivors (31%) said that they had experienced problems. Table 2 reflects these:

Table 2: Effects on work

	Female	Male
Base	100	26
Time off sick	49 49.0%	10 38.5%
Loss of concentration	78 78.0%	19 73.1%
Poor quality of work	32 32.0%	14 53.8%
Low self esteem	87 87.0%	18 69.2%
Low energy	73 73.0%	19 73.1%
Working overtime	25 25.0%	8 30.8%
Reduced career development	33 33.0%	8 30.8%
Adversely affected job prospects	27 27.0%	9 34.6%
Conflicts with colleagues	9 9.0%	8 30.8%
Conflict with manager	13 13.0%	7 26.9%
Other	14 14.0%	6 23.1%

Impact on Colleagues

In response to the question “Do you know anyone in your workplace who is a victim or a perpetrator of domestic violence?” 175 (11.3%) responded that they did whilst the majority, 1,379 (88.7%) said that they did not. Of those who knew colleagues experiencing domestic violence the majority were victims, 165 (94.8%) and 9 were perpetrators (5.2%). Although the sample size is small the gender split shows that men are nearly three times more likely to be aware of a perpetrator than women, and women more likely to be aware of a victim, see table 3.

Table 3: Do you know a victim or perpetrator at work?

	Female	Male
Base	139	34
Victim	134 96.4%	30 88.2%
Perpetrator	5 3.6%	4 11.8%

There was an apparent lack of sympathy from colleagues in the nine pages of comments on the effects of domestic violence on colleagues. Whilst some were supportive, “we are aware of it and make allowances” or “can present work cover difficulties but also encourages a more thoughtful approach from colleagues”, the majority revealed the extent to which they are implicated and disadvantaged because of it:

(they) have lots of days off sick because they are stressed or upset. Also they can not concentrate on work

Causes irritation that the person does not sort it out and is the obvious ‘slacker’ in the office

They don't turn up for work frequently. Injuries can cause them to be absent. Mind is not focussed on the job

Poor attendance, poor relationships at work, having to follow formal procedures adding more strain on employee, low morale

They are quite hard to communicate with and very withdrawn. They also need to take quite a bit of time off due to 'stress'.

Managers support of survivors

The majority of survivors, 318 (86.6%), did not think that their colleagues were aware that they were experiencing domestic violence. Nearly one fifth, 73 survivors (19.1%), had informed their manager of their situation, and the majority of these, 61 (83.6%), said that their manager provided them with support. Only three of the 60 comments on support provided by managers told of poor or inadequate support, the remainder spoke highly of support received. This ranged from the provision of cover, time off, security measures, listening, referral to counsellor, confidentiality, guidance, non-judgemental support and patience.

These findings provide DCC with mostly positive messages about managers' handling of domestic violence but only where it is revealed by the victim. Worryingly, four fifths of victims do not inform their manager. This means that the effects on work are felt elsewhere in the organisation but the root cause goes unrecognised. To ameliorate this DCC could adopt a positive approach to raise awareness to signpost victims to seek active support (inside or outside the organisation).

Impact on Managers

The majority of respondents, 890 staff (70.7%), were not managers but a significant number, nearly a third, 369 (29.3%), were. 211 of these were women (24.1% of the female population) and 158 men (41.8% of the male population). This percentage response very closely reflects the percentage split of managers as a whole within DCC where 25% of all women employed, and 45% of all men employed, are managers¹. Table 4 illustrates the number of staff managed by these 365 people. Nearly half manage small teams and three quarters run teams of between one to 15 staff. This means that the majority have a relatively 'close' association with their team, a factor to consider when assessing a manager's aptitude and skills to deal with such a sensitive issue as domestic violence.

Table 4: Number and gender of staff managed

	All respondents	Female	Male
Base	365 100.0%	208 56.9%	157 43.1%
1 – 5	156 42.7%	93 44.7%	63 40.1%
6 – 10	75 20.5%	43 20.7%	32 20.4%
11 – 15	45 12.3%	26 12.5%	19 12.1%
16 – 20	25 6.8%	14 6.7%	11 7.0%
21 – 30	25 6.8%	15 7.2%	10 6.4%
31 – 40	14 3.8%	8 3.8%	6 3.8%
41 – 50	4 1.1%	1 0.5%	3 1.9%
Over 50	21 5.8%	8 3.8%	13 8.3%

228 (64.2%) managers felt that it was their business to know what happens to staff at home whilst the remaining 127 (35.8%) felt that it was not their business. 344 (95%) of the

managers said that, if they were aware that a member of staff was experiencing or perpetrating domestic abuse at home, they would do something whilst a small minority, 18 managers (5%), said that they would not. Most of the 344 managers provided very positive feedback on the support they would provide a victim. There were 392 comments received. The two most common forms of support were i) an opportunity to talk and ii) to provide information about support services.

Perpetrators

Despite the significance of perpetrators within DCC there is least data about them, mirrored too in academic literature which focuses more on the survivor in employment rather than the perpetrator. This, in part, is because of the difficulty of asking direct questions of perpetrators but also because it is not something about which public sector organisations have given much thought, with the exception of ACPO. Quantitatively, respondents know about the existence of nine perpetrators, and through interviews and telephone conversations, that abusers are employed within the Authority. Whilst the real number employed within DCC remains unknown a simplistic extenuation of the research that states one in nine women experiences domestic violence in one yearⁱⁱ suggests that of DCC's 4,981 male staff, **553 of these might be current perpetrators.**

The recruitment of perpetrators

Interviewees and the focus group were clear that DCC should introduce a policy which stated that perpetrators convicted of domestic violence crimes should not be employed to undertake work with children or vulnerable adults. This, however, raises questions and the need for further research, about the delineation between a perpetrator's interaction with a vulnerable adult or child as opposed to a 'less vulnerable' colleague or client. This links with the uncertainties expressed about perpetrators who had been charged rather than convicted of a crime, and the human rights of perpetrators in relation to the Rehabilitation of Offenders Act;

...the Rehabilitation of Offenders Act...most people have a right to have their conviction considered as spent after a number of years for employment purposes...

There was a debate about whether the organisation would recognise convictions as opposed to charges in relation to domestic violence;

...if a person is charged or convicted with a criminal offence in relation to DV you should then look at how that relates to what you employ them to do and take the appropriate action. Same as you do with any criminal conviction that comes to your notice

I don't agree about making a distinction between convictions and charges... as an employer you only have to have a reasonable belief based on the circumstances. So the burdens of proof are different and we've had a number of situations in the Authority where people have been acquitted in a court of law but have been dismissed by us.

Cllr Knight made his position clear with regard to employees with direct contact with the public "We can't tolerate perpetrators in Social Services and Education with access to children". The consensus was that the employer would need to measure each case on its individual circumstances:

Have the actions of the employee gone to the root of the contract and caused you not to trust them anymore to do it? If it has done it's gross misconduct. At another time it may not have done. But you will look at each case individually on the merits of what you find out from the individual and on their employment.

This mirrors Greenwich City Council's Employer Policy which states "the very fact of an employee being a perpetrator...may make certain job duties inappropriate, and justify redeployment and or disciplinary action. For example, it is not appropriate for perpetrators of abuse to be providing services to abused women and children, so a change of duties or transfer may be required for a front-line social worker or youth worker" (Greenwich, 2002,

5.2). Whilst one sympathises with this view one wonders where the evidence is to support this supposition. It is also a matter for DCC to consider in any revisions to its employer policy.

The Corporate Records Disclosure department of DCC admitted that of 600 positive Disclosure Certificatesⁱⁱⁱ it received from the Police last year not one highlighted domestic violence. This may be that none of these related to domestic violence but my suspicion is that the causal links were not made. DCC does not currently proactively seek this information is perhaps something that it should look at further developing, in partnership with the police.

There was concern that the Authority's current handling of child protection investigations was flawed implying that domestic violence would be still worse;

We're talking about trying to codify a policy for dealing with perpetrators of DV in relation to their employment with us. We don't have that for people who are convicted of child abuse or subject to child abuse investigations. Because lots of child abuse investigations do not ever lead to a conviction. The situation is the same here.

Managers' response to perpetrators

45 managers said how they would deal with perpetrators, most admitting they would seek further advice from the Personnel Department with particular regard to policy and legislation. Some felt it their role to make judgements: *"warn them of inappropriate behaviour"*, *"tell them to reconsider their action from a humane point of view"*, *"inform the Police"*, *"say that the behaviour was not acceptable to me"*, *"try to make the perpetrator see that what they were doing is wrong"*, and *"make them fully aware of the consequences of their actions and my duty to inform the authorities if a crime has been committed"*.

Others were anxious to support perpetrators; *"show support and advice"*, *"encourage him/her to get help"*, and *"tactfully suggest that this is not acceptable behaviour in a loving relationship and suggest they need some help and support"*.

DCC is in a good position to capitalise on its Domestic Violence Partnership strategic work which includes the establishment of a community perpetrator programme. Brownell (1996:133) talks of enlightened American companies that contribute funds to support community victim and perpetrator schemes. Public sector organisations in the UK would do well to mirror this model and by so doing would provide a sustainable model of support for victims and perpetrators and a specialist referral route for their staff.

Role of the Employer

The majority of respondents, 1,362 staff (88.4%) felt that the employer did have a responsibility to support staff experiencing domestic violence and 117 (11.6%) did not. There were 1,350 suggestions about what that support should be. The terminology used by respondents illustrates how important it is for the employer to deal with this issue sensitively. Words like "understanding", "emotional and moral support", "sympathy", "available to listen" "available to talk to", "confidential", "trust" and "compassion" reveal the intense subjectivity of the subject and need for discretion and skill on the part of the employer.

The top three priorities for employer support were: counselling; and time off / flexible employment options and the provision of information/advice.

Why should an employer not be involved?

Of the 1,541 respondents 179 (11.6%) did not think the employer should be involved with the issue of domestic violence. The gender response revealed that 9.7%, 105 women, and 15.9%, 72 men, felt it was not the employer's responsibility. Some of this was to do with semantics over the term 'responsible';

'involved' does not mean 'having a responsibility for'. Being sympathetic, and offering appropriate support would be a good thing, but to be responsible for anything else is, I believe, overstepping the role of a good employer

I think a responsible employer should be involved but I don't believe it's a responsibility.

To overcome confusion DCC's policy should state categorically that the organisation has a responsibility to support staff experiencing domestic violence by stating, as the focus group agreed that *"domestic violence is unacceptable"*. This proactive approach would demonstrate the employer's commitment to tackling the issue.

There were a multitude of qualitative comments about why an employer should not engage with the issue. These ranged from whether domestic violence directly affected the individual's capacity to work; *"the workplace and home are two totally different environments. The employer should only become involved if the actions are affecting the employee's performance"* to an employer's capacity to deal with the issue *"the employer, not being in possession of all the facts, might make the situation worse by intervening, even indirectly"*. Some of these views were particularly entrenched; *"An employer has a business to run and is not there to be a "nanny". People must stand on their own two feet and take responsibility for their own lives."*

Others considered it to be a private, not a public matter; *"It is private and personal. The employer should not be made responsible for the private lifestyle of employees, however appalling they may appear" or "they only employ you for a third of your time, not control your extra-curricular life"*. Whilst an employee's right to privacy is indisputable there were views that the support should be provided only if proactively sought by the survivor; *"If help is requested by an employee than maybe, otherwise it may be intrusive and an invasion of privacy"*.

Some views were emphatically unsympathetic; *"Why should the employer be involved? The employer is there to provide employment – it is not a counselling service."*

An employer has a business to run and the business needs to make money in order to pay the employees etc. If they start looking after people with problems at home where is the time and money coming from to help these people who in the end have been employed to work for them.

One comment was emphatic that domestic violence has *"nothing to do with them (the employer)!"*

The Chairman of DCC believed that the employer's responsibility was not only determined by the legal framework, a duty of care, but also that the employer should *"actively deal with it"*. He added *"If we (DCC) do not take domestic violence seriously then it (the organisation) is not being responsible. If we want to be an excellent Council we should take our responsibilities in the round and not be selective."*

Just as Hatcher (2003) states that *"contemporary managers face new challenges"* so do leaders of public organisations like DCC. They have a significant job to tackle what was heretofore not their problem. Excellent leadership is required to make this happen. In the words of Cairnes;

"The way to open the corporate heart is for individuals to open their own hearts... You are the key to the corporate heart" (Cairnes, 1998 cited in Hatcher: 391).

Appendix 2: DCC Domestic Violence Workplace Policy and Guidance

Recommendations from 4th May 2004 Management Board

That the Management Board agree to the Domestic Violence Workplace Policy

That approval is given to further explore suitable computer based training for managers and staff

That approval is given for the production of staff leaflets to raise awareness of the new Policy

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1.		Managers and staff who are made aware that an employee is experiencing domestic violence must treat this information as confidential and must treat the individual in a non-judgemental, supportive manner. Managers should not discriminate against individuals in the workplace due to these circumstances, or subject them to ridicule.
	1.1	<u>Confidentiality and Security</u> Those experiencing domestic violence may feel concerned about seeking the help of their manager or other members of the workforce. This is understandable, but it is hoped that this policy will encourage individuals to talk freely if they can be assured of talking to non-judgemental, sympathetic and understanding listener, who can offer further support and keep communication channels open. Their discussions will be in confidence, although in some extreme circumstances this confidence may need to be broken in order to protect

	<p>the safety of an individual, particularly in the case of children or vulnerable adults. In this case, advice must be obtained from the relevant departments within Social Services (see Contacts section at the end of this document).</p> <p>Physical security can be very important in cases of domestic violence. Great care must be taken to ensure that phone numbers, email and home addresses are not given out to individuals who are not properly concerned, either work colleagues or individuals from outside the workforce, whoever they claim to be. The Data Protection Act clearly prohibits improper use of such information, and it is particularly important to help to ensure that members of staff and their families are safe at home, travelling to or from work, at work and when carrying out their duties. This is especially in the event of a victim/survivor attempting to leave an abusive relationship; it is a fact that this is the most dangerous time for a victim. Giving out such information to those not authorised to have it could put individuals at risk.</p> <p>On occasion, a perpetrator may make threats to a victim/survivor, sending threatening emails, making abusive telephone calls, attempting to enter the office where they work or making regular and repeat contact to ‘check up’ on the victim. This is particularly common if the individual is attempting to leave the relationship. When made aware that such behaviour is possible, the manager should document the nature of the threats or behaviour of the perpetrator, and carry out and document a risk assessment of the circumstances, ensuring that danger to the victim and other members of staff is minimised. Managers should contact their relevant directorate Health & Safety team for their assistance and advice. It may be appropriate for the manager to inform others within the organisation of the potential threat, with the victim/survivor’s agreement, to take appropriate measures to deal with the issues or increase security. This may take the form of warning switchboard/reception/security, or changing an individual’s role temporarily if it makes them particularly vulnerable.</p> <p>Any incidents of domestic violence which occur on workplace premises, or whilst a victim/survivor is carrying out their work duties, should be reported in the Accident & Incident Reporting book.</p>
1.2	<p><u>Performance Issues</u></p> <p>It is hoped that by drawing this difficult issue to the attention of managers, they will be better able to identify the likely symptoms of those experiencing domestic violence. Unfortunately, it is often the case that an individual is already the subject of disciplinary procedures when the issue first comes to light. Poor work performance, irregular attendance, poor timekeeping, unexplained absence and lack of concentration can all be indicators of these difficult domestic circumstances.</p> <p>Although some employees may choose to disclose to their line manager that they are suffering from domestic violence, others may find this a very difficult issue to disclose. They may choose to inform a third party of their situation. However, they should be encouraged to tell their line manager to ensure that their circumstances are understood and appropriate help and support can be provided. This may prevent further disciplinary action from taking place.</p>

	1.3	<p><u>Counselling</u></p> <p>Individual counselling expertise can be obtained through the Devon County Council Counselling Service (who can access specialist counsellors experienced in domestic violence) and from some of the external agencies. Other than those trained in counselling skills, other managers and staff are not qualified to provide this service. It is inappropriate for those who are untrained to attempt to counsel individuals and indeed, in some cases, could be unhelpful or even dangerous. Any member of staff who is approached by an individual who wishes to discuss domestic violence should deal sensitively and empathetically with the situation. Their role is to listen and provide factual, operational information regarding the organisation's policies. They should not offer advice or personal assistance to the individual in dealing with their domestic issue, but should encourage the individual to seek support from the appropriate support agencies. Some of the contact numbers are listed at the end of this document.</p>
	1.4	<p><u>Special Arrangements</u></p> <p>It is commonplace for an individual to require additional leave when attempting to seek help or attempting to leave an abusive relationship. These visits could include appointments with a solicitor, police, GP, housing agency, hospital or other support agencies, or perhaps to arrange for suitable childcare. In such circumstances, use should be made of the flexible time system to accommodate leave wherever possible. Special leave will be considered by a manager if annual leave entitlement has been exhausted and, whilst not guaranteed, requests will be treated sympathetically. Please refer to [Other Special Leave/Time Off] and seek guidance from the designated HR Officer.</p> <p>Finances are often of great concern to those who are experiencing domestic violence, and lack of money is often given as the reason for an individual staying in an abusive relationship, fearing an inability to support themselves. Alternative salary payment methods will be considered under very exceptional circumstances and guidance should be sought from the designated HR Officer.</p> <p>Any special arrangements which are agreed with an individual member of staff, either temporary or permanent, should be recorded and the details of the agreement maintained confidentially, with other members of staff only being informed of the details on a "need to know" basis.</p>
	1.5	<p><u>Perpetrators</u></p> <p>Individuals who are the perpetrators of domestic violence are encouraged to seek support and help from an appropriate source. From recent research it is understood that many abusers have themselves suffered from domestic violence in the past. There is little support available for perpetrators who have not entered the criminal justice system. The Devon Domestic Violence Partnership aims to address this by providing voluntary perpetrator courses to help change behaviour patterns. Appropriate Devon County Council contacts and relevant external agencies are listed at the end of this document.</p> <p>It should be noted that an individual who is convicted of a criminal offence that is</p>

		<p>relevant to their job, or is likely to bring Devon County Council into disrepute, may be subject to the Disciplinary Procedure. In some cases, it may be deemed inappropriate for an individual to continue in their current role due to a caution or criminal conviction, especially if they are in contact with the public, children or vulnerable adults. In these circumstances the possibility of redeployment into an alternative role should be considered.</p>
	1.6	<p><u>Vulnerable Adults</u></p> <p>Should a victim/survivor of domestic violence is a vulnerable adult, the manager should refer the issue to multi-agency procedures, and obtain advice from the Devon County Council Adult Protection Team, whose contact details are listed in the Contacts section of this Policy and Guidance document.</p>

Appendix 3: Meeting between Michael Beechener and Julie Banon on 20th September 2004

This meeting was to discuss the implementation of the DV Workplace Policy and Guidance, to coincide with Devon's DVA Awareness Raising Week 20 – 27th November 2004.

Action agreed:

- 3 hours training and awareness course for managers, covering some awareness input plus policy, options etc.
 - 4 pilot courses to gauge reaction -
 - 2 courses on two days just after Awareness week (early Dec and January). 16 delegates. Internal location e.g. Council chambers. + Tea/coffee
 - Admin by Training Admin team? Lee Solway
 - Cost - trainers £500-£600, (Jodie or Dinah)
- Computer based training £3,000 approx. to complement workshops.
- Posters, stickers, fliers info etc.

Julie going to Heather Barnes for initial budget of £5,000.

ⁱ DCC Human Resources information, 2004

ⁱⁱ Survey figures suggest that between one in eight and one in ten women will have experienced domestic violence in the past year (Mooney, 1994; Dominy & Radford, 1996; Stanko et al, 1998) cited in by Kelly & Humphries in 'What works in Reducing Domestic Violence' Edited by Taylor-Browne, J (2001) p.250

ⁱⁱⁱ Notification of charges, convictions or cautions which police consider relevant for the suitability of an individual to be employed in a checkable appointment, seen by the recruiter & candidate.