

Welfare Management Plan



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Welfare Plan

This plan is designed to provide guidance and procedures to follow to support the health and wellbeing of all patrons, staff and contractors on site for shows taking place at O2 Victoria Warehouse. It aims to ensure all reasonable consideration and planning has taken place and appropriate actions and procedures have been developed and tested fully prior to the event commencing.

Gig and club nights are an established part of youth culture, they provide an opportunity for recreation for people of all ages. However, it is acknowledged that where large numbers of people are gathered, there will be certain risks associated. It is the aim of welfare service to work as part of the wider support structure on the event site, including pre-event planning with the event organisers to mitigate risks and prevent harm wherever possible. Welfare services will work as part of a co-ordinated team, including event control, medical services, safety stewards and security etc.

Welfare service

The role of an event welfare service must be viewed in context of the time-limited nature of the event. Its role is to provide immediate emotional & practical support as required, and referral to other onsite teams, such as the medical services, security, safety stewards if needed as is harm reduction advice and reactive support as indicated. Should the need for longer-term support or intervention be necessary, welfare staff will make efforts to signpost to appropriate support agencies in the client's locality wherever reasonable possible.

An on-site welfare service will be provided for the duration the events at O2 Victoria Warehouse, specifically when customers are on the event site. This will be provided from a static position in the venue and will have one medic in attendance in order to facilitate cross referrals.

The Welfare service will offer

- A safe and supportive, non-judgmental environment for anyone in need of recuperation, rest or shelter.
- Health promotion advice in relation to illegal drugs, NPS, alcohol, tobacco/nicotine-related products, dehydration, sunstroke, sexual health, general health and well-being at the event
- Care of people who are incapacitated or intoxicated (whether through illegal drugs, NPS or alcohol) and who are assessed as requiring a safe place for a few hours by the medical services on site
- Availability of plasters for uncomplicated blisters and other minor ailments but not wound dressing; those requiring any additional level of treatment will be referred to the medical facility.
- Emotional and psychological support for those who have lost friends, are upset or have minor mental health issues
- A friendly face and welcoming space to just listen or chat
- Distribution of water to combat dehydration and sunblock to those in need if required
- Cold weather provision including hot drinks, foil blankets and waterproof coverings if required for patrons accessing welfare services.
- Support for any Under 18's located on-site.
- Safeguarding issues such as sexual harassment or assault

The service will be managed by a welfare manager who will attend multi agency meetings pre, during and post events alongside being in direct contact with the o2 Victoria Warehouse Management team at all times keeping them up to date with numbers, presenting issues and any safeguarding incidents that occur.

Multi agency working

The welfare service will work closely with onsite medical, security teams and safety stewards to ensure a person is receiving the correct level of support or intervention at any given time. It is envisaged that patrons may move between services on site and a shared agreed procedure will be put in place prior to commencement of the event.

Within all shifts there will be designated identifiable staff member within the welfare team who will act as the main point of contact between event control and other service managers. All transfer of patrons between services must be overseen by this designated member of staff and logged.

All admittance into the welfare service will be logged including the origin, which may be self-admittance, or via medical, security or safety stewards, this will provide a traceable log between services.

Prior to events commencing multi agency meetings will take place, included within these meetings will be case studies of welfare and medical scenarios which may occur on-site, the aim of this is to robustly test all policies and procedures, that effective strategies and correct are utilised, ensuring effective joint working and communication between teams and departments,

Throughout the duration of the events regular multi agency meetings will be held, which will be attended by all service managers. The Welfare manager will feed back on numbers accessing the service, any trends or times of increase demand, numbers being transferred between onsite services, presenting issues including trends, presentations of concern and any safeguarding or U18's onsite.

Meetings have also been held specifically with Greater Manchester Police's safeguarding department and all plans outlined below in regard to safeguarding have been developed in consultation with GMP.

Communication

The welfare service will have access to radios to enable effective communication with other departments across the site, they will have a dedicated channel to aid communication within the welfare team but also for direct contact with other departments as necessary. The welfare service will also have access to a mobile phone, this will be utilised to contact group members of people receiving welfare if required.

At the beginning of each shift all radios and mobile phones will be checked, this will include a test message to other departments (event control, medical, security and safety stewards).

Communication with attendees

All event attendees will have access to an event specific app, which contains various details in regard to the event, within this will be a welfare information which provides people with safeguarding advice alongside information on the location and accessibility of welfare services on-site. The push notification service may be utilised in the event of a safeguarding issue, which would benefit the audience to be aware of, this will be fully agreed by event control and event owners prior to being distributed.


Access

The welfare point will be open access to all and will be manned and operation throughout the duration of the event and open for at least half an hour after the site closing. There will be an alternative entrance solely for the transfer of patrons between medical and security services.

Monitoring and recording

Every patron accessing the welfare service will be recorded on an individual intervention log, this will include first name, age range, presenting issue, origin, time of entry, intervention delivered, time discharged and destination, this may also include contact details of any friends associated with the patron. All this information will be logged at the end of each shift and shared at the multi-agency meetings the aim of which is to identify trends or concerns, which may need additional resource or action taken to address.

Event Warehouse ProjectName	Worker	Date	<input type="text"/>	<input type="text"/>				
Incoming and presentation		Time in	<input type="text"/>	<input type="text"/>				
<input type="checkbox"/> Walk in	<input type="checkbox"/> Brought in	<input type="checkbox"/> From medical	<input type="checkbox"/> From security	<input type="checkbox"/> Outreach	<input type="checkbox"/> Alone	Time out	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> Alert	<input type="checkbox"/> Confused	<input type="checkbox"/> Voice	<input type="checkbox"/> Pain	<input type="checkbox"/> Unresponsive				
Demographics								
<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> <18	<input type="checkbox"/> 18-24	<input type="checkbox"/> 25-29	<input type="checkbox"/> 30-39	<input type="checkbox"/> 40-49	<input type="checkbox"/> 50+	
Presenting issues								
<input type="checkbox"/> Intoxicated	<input type="checkbox"/> Feeling unwell	<input type="checkbox"/> Panic attack	<input type="checkbox"/> Safeguarding	<input type="checkbox"/> General help	<input type="checkbox"/> Mental health			
Substance use								
<input type="checkbox"/> Alcohol	<input type="checkbox"/> MDMA	<input type="checkbox"/> Ketamine	<input type="checkbox"/> Cocaine	<input type="checkbox"/> Cannabis	<input type="checkbox"/> GHB	<input type="checkbox"/> LSD	<input type="checkbox"/> NOS	<input type="checkbox"/> NPS
Interventions								
<input type="checkbox"/> Recovery	<input type="checkbox"/> Advice	<input type="checkbox"/> Chill out	<input type="checkbox"/> Support	<input type="checkbox"/> Medical	<input type="checkbox"/> Phone charge	<input type="checkbox"/> Resources given		
Notes								
Outcome and destination								
<input type="checkbox"/> Back to event	<input type="checkbox"/> Sent home	<input type="checkbox"/> To medical	<input type="checkbox"/> To security	<input type="checkbox"/> Refusal				



All completed logs will be held securely on-site in a locked facility, and destroyed once the event has finished and all data logged.

Outreach Team

Depending on the size and capacity of events at O2 Victoria Warehouse the welfare team will deploy an outreach team based on the event specific risk assessment provided by the venue. This is only deployable within the main event site and accreditation location, to offer additional support during egress or any areas of concern within the site.

When an outreach team is deployed this must be a team of 2 or more people, who are in radio contact with the main welfare point, medical, security and event control and this line of communication must be tested prior to the team's deployment; a secondary method of contact will also be logged, this may be a mobile phone number. The welfare manager will agree and log with the outreach team an area or route the team will cover and the duration they are to be away from the welfare point.

Whilst the outreach team is deployed, they will maintain regular contact with the welfare manager at intervals of no less than 60 minutes. If the welfare manager has not heard from the team within 60 mins, they will attempt to contact them via radio, if no response is gained the secondary method of communication will be utilised to make contact with the team. If the welfare manager is unable to make contact with the team they will escalate it to event control, providing the details of people within the team, the agreed route or area the team are working within, time last contact was made and pass along secondary contact details. Event control will share the information with other services onsite including security and safety stewards who will commence a search procedure for the team. The welfare manager will continue to attempt to contact the team via all known methods of communication and report back if contact is made or the team returns to the welfare point.

The outreach team aim is to offer information, advice and guidance to attendees on staying safe, to look out for people in distress or difficulties within the event site and offer them assistance and to provide minor welfare support in the field including assistance to access the main welfare point if needed.

As part of this role the outreach team will utilise a digital recording form, the aim of this is to provide statistical data on the interventions delivered by the team. This information will aid the development of the team, educating W.E.L.Safe and O2 Victoria Warehouse of any areas or issues of concern within the venue that need additional focus or consideration. This data will be made available weekly alongside the main welfare statistics.

Safeguarding concerns or issues

Whilst delivering an effective welfare service there may be occasions where safeguarding concerns are disclosed or discovered. These may include instances of

- Sexual assault or abuse
- Domestic abuse
- Exploitation
- Intentional spiking
- Acts of violence

As soon as concerns are raised in regards to a safeguarding issue the welfare manager must be notified, they will assign a dedicated welfare staff member who is experienced in dealing with safeguarding issues. This staff member will be the sole staff member to support the patron where concerns are present. They will gain as much information as possible in regards to the situation utilising open questioning and remaining in a calm and reassuring manner. At no point must the staff member offer confidentiality and must inform the patron that all information may be shared in order to effectively protect the patron and or others at risk; shared information will be on a need-to-know basis. All responses must be recorded fully and accurately, word for word if possible as this may be required by the police or local authorities at a later date.

The welfare manager will notify (at the earliest possible time) event that a safeguarding issue has been raised. No personal details will be shared over the radio and an arranged private phone call will ensue in order to share

further details with the appropriate member of the event control team for immediate action.

Any notified illegal act that has taken place on the event site will be reported to the event control team. The welfare service will continue to offer support to any patron disclosing or involved in any safeguarding concern until the police or local authority has been investigated and a resolution reached.

W.E.L.Safe CIC is a member and supporter of Manchester's Women's Night-Time Safety Charter.

Reported Spiking procedure

If someone reports or is suspected to be the victim of a spiking incident, they will be escorted to the medical and welfare area immediately. On arrival basic medical checks will commence to assess the physical condition of the individual this will include temperature, heart rate and oxygen saturation and level of awareness and consciousness. If any concerns arise, they will be referred to the medical centre for additional support.

Once the individual is deemed fit and well via ourselves or medical the below procedure will be followed

- A non-judgemental conversation will be conducted with both the individual and any friends present, to gain as much information as possible, including reasons for suspected spiking, supporting information such as location or activities over the evening, any description or information on a suspected perpetrator.
- Many cases of suspected spiking are resolved at this stage as either individuals or friend's disclose substance use, which they felt uncomfortable disclosing earlier for fear of ramifications due stigma attached to personal substance misuse.
- If concerns still arise around a suspected spiking, event control will be notified of the event and circumstances
- The individual will continue to be monitored for any deterioration in condition and offered a urine spiking test kit to utilise.
- If the test shows a negative for all tested substances, the individual will be informed and offered ongoing advice and information as to how to stay safe at an event including the option to stay within the welfare area until comfortable.
- If the test shows a positive, the individual will be informed and asked if anything unexpected has appeared, as some people's medication may show up as a positive for certain categories so it's important to have a discussion around the test results.
- If the positive result is unexpected event control will be updated that a suspected case of spiking is on site and further resources may be required such as security or medics. If information such as location or a person of interest this will be shared with security to conduct a search.
- The medics will be asked to complete a medical check of the individual if not already done some
- Friends will be supported and again asked to stay within the welfare area whilst we support the individual.
- The individual will be offered support to access the police if they would like to report the incident, including sharing the test kit with them and accompany to the station or during a statement.
- If the individual declines police support, they will be assisted in either returning to the venue or getting home safely depending upon their choice, they will also be informed they can contact us at any time via our website if they need any further support.
- Event control will be informed of the outcome.

Vulnerable adults

Vulnerable adults require additional support and understanding when accessing any event or service. People are vulnerable for a wide range of reasons including

- Disability
- Due to excessive substance misuse (alcohol, drug use)
- Being a victim of crime
- Unaccompanied and in a confused or unconscious state

Additional support will be deployed when assisting someone who is classed as vulnerable.

If concerns arise or a disclosure is made whilst a person is accessing the welfare service identifying them as a vulnerable adult the service manager must immediately be notified and the one of designated safeguarding staff will oversee their care whilst accessing the service. The designated safeguarding staff will remain with the vulnerable adult, conduct further investigations where required including contacting or communicating with other members of the patron's group and act as the main point of contact for the vulnerable adult if interdepartmental assistance is required, including support from the on-site safeguarding police officers.

Managing challenging behaviour and aggression

Underpinning the success of managing the diverse needs that present at welfare is the skill of the staff's recognition and early intervention; de-escalating situations calmly when they arise; ensuring the safety of patrons and anyone else present. This is especially important as patrons under the influence of substances are often frightened or confused.

Supporting friends can be a main source of challenging behaviour as they too maybe anxious or confrontational. Having an additional staff member present to deal with friends in removing them directly away from the patron and collecting as much information as possible is imperative as is identifying one friend to support the patron once the patron is assessed or in recovery.

Remaining calm and professionally detached is not natural and therefore it is a skill that will need to be practised. We need to retrain ourselves to respond in a different way when a challenging situation occurs.

De-escalation techniques are most successful when used early, before the person becomes physically aggressive. To do this, it is necessary to be aware of and spot early signs of agitation such as:

- balled fists
- fidgeting
- shaking
- 'eye-balling' another person
- head thrust forward
- clenched jaw
- Speech becoming more rapid or high-pitched.

These signs should not be ignored, and you should never turn your back on an angry person in the hope that they just calm down.

Calm can be just as contagious as fear and must be communicated to the patron. Approximately 55% of what we communicate is through physiology, 38% is through the tone of our voice and just 7% is through the words that we use. It is useful to remember these proportions when you are trying to de-escalate. Ensure you are modelling the behaviour you want the person to emulate.

If the situation continues to escalate after the above techniques have been employed and the patron remains aggressive or starts/continues to make threats or acts of aggressively to either welfare staff or other patrons: the service security or safety stewards **MUST** be called, and the patron will be passed over to security or safety stewards for further interventions as deemed appropriate.

Lost Property procedure

It is acknowledged that there may be times when the welfare team has to deal with lost property, this procedure sets out how the team will handle any items of lost property in different situations they may encounter. The team will be fully briefed on this protocol prior to commencing their shift at O2 Victoria Warehouse

If an item of lost property is located within the main welfare area, the volunteer will advise the shift team leader that an item of lost property has been located. Either the volunteer or team leader will check it does not belong to anyone currently receiving support within the welfare area, if not it will be taken immediately to lost property, located next to the lockers within the depot to be logged and stored securely.

If an item is found at the end of the night within the welfare area after lost property has closed, we will notify event control of the item description and hand the item over to the Duty Manager

When the outreach team are out in operation within the venue, they should not accept any items of lost property from staff or customers and direct them to the lost property to hand it in immediately. If they find an item of lost property whilst completing their rounds, they will take it immediately to lost property so it can be logged and stored. If in the event the team come across a person in need whilst on their way to lost property the person will take priority. If a member of the security team is close by the volunteer may hand the item to them to take to lost property whilst they support the person in need. If there are no security staff in the location to assist with the item, the volunteer may keep hold of the item until they have completed the intervention, but must at the earliest point take the item to lost property.

At the end of the night or at the end of each shift, before finishing and leaving site the team leader will check the welfare area and remind all volunteers to check any pockets or outreach kits for any items of lost property that need to be submitted into lost property, if any items are located, they must be taken immediately to lost property.

Additional covid-19 precautions

Alongside the robust Covid 19 precautions that have been initiated by the event, which all welfare staff will fully adhere to, there are some additional considerations to be made when working with patrons accessing welfare support.

One of the biggest challenges will be identifying cases of concern, as some of the symptoms of covid-19 may be similar to some of the presenting symptoms of other issues, which are regularly dealt with by the welfare service. One of which is a high temperature, which is also a symptom of possible substance misuse or overheating due to dancing. In the event of a person presenting with suspected covid-19 symptoms which are

- A high temperature (over 38C)
- A new or continuous cough
- A loss or change to your sense of smell (this may not be subject in new variants)

Anyone presenting with any **one** of the above symptoms which is not explained by recent activity, such as drug use, energetic dancing, inhaling smoke from smoke machines, etc will be able to receive welfare support within the welfare area but PPE will be used.

If someone presents with **two or more** of the above symptoms or their symptom is not explainable, they will be immediately isolated, and no welfare support is offered until a rapid covid-19 test is undertaken. If the result is

negative, they are able to access welfare and re-join the event once they have received their intervention.

If the test is positive the events Covid response policy will be initiated.

Staff welfare

Staff welfare is of paramount importance to the event and every consideration will be made to promote the wellbeing of all staff supporting the event. A staff handbook will be distributed to staff prior to the event, including information and advice whilst working at a large-scale event, how to stay safe and ensure maximum wellbeing whilst at work. Staff are subject to all provisions made on site outlined in this plan including access to medical and welfare provisions if required.

PPE equipment such as face masks, face shields, disposable aprons, gloves, hand sanitizer and disinfectant wipes will be available to all staff whilst working in the welfare area, for use with all or presentations of concern into welfare.