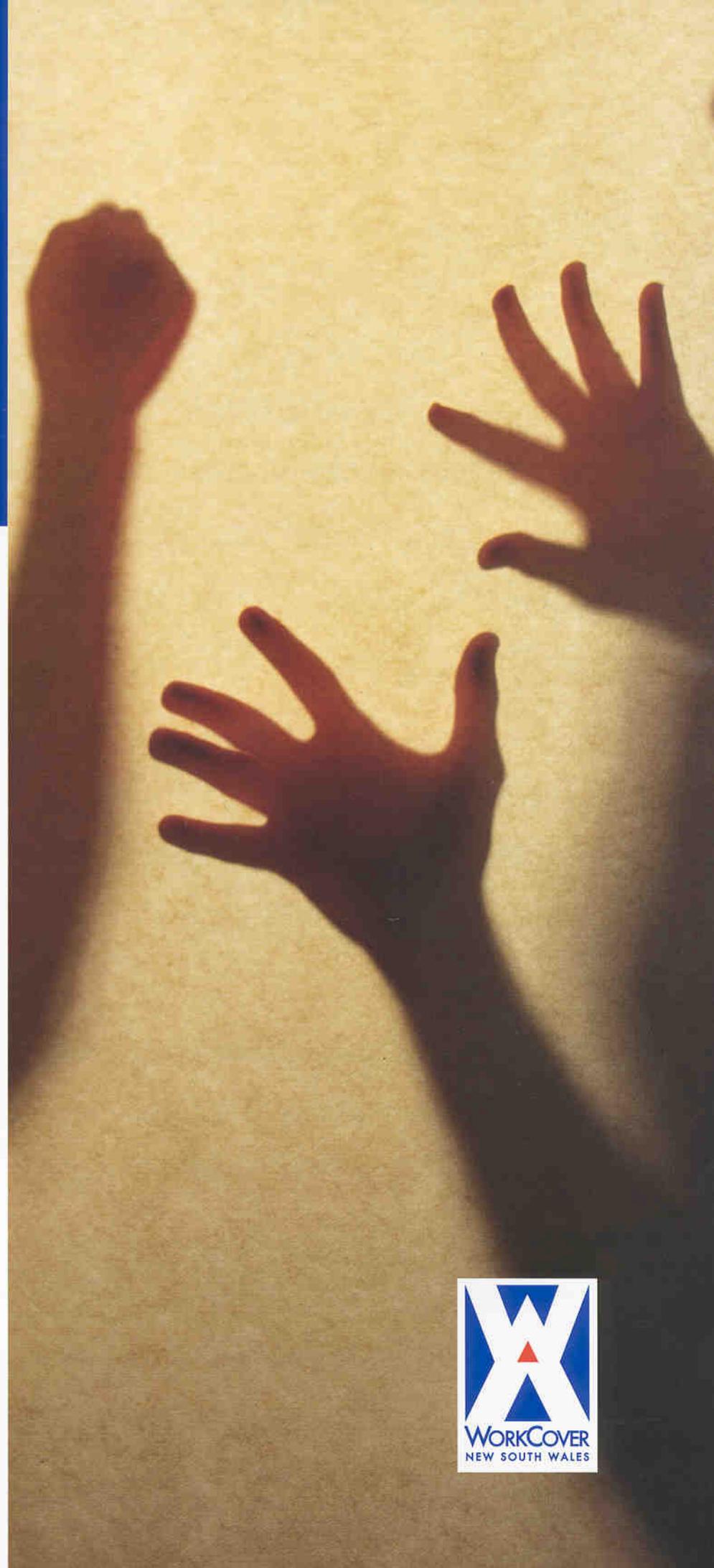


# Preventing violence

in the accommodation  
services of the social  
and community  
services industry



NSW DEPARTMENT OF  
COMMUNITY SERVICES

Linking families, individuals, communities.

April 1996



# **Preventing violence in the accommodation services of the social and community services industry**

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*Includes references and proformas*

- 1. Violence prevention*
- 2. Social and community accommodation services industry*

*West. D.*

## Introduction

These guidelines are for managers, supervisors and management committees of community based accommodation and related services. They explain how to fulfil obligations under the NSW *Occupational Health and Safety Act 1983* and to provide a workplace safe from violence for their employees and clients.

These workplaces have a high potential for violent incidents. Current research seems to indicate a trend toward increasing numbers of violent incidents against human services workers. Clients are often stressed, angry, hostile and may be under the influence of drugs or alcohol. Some have serious behaviour problems and psychiatric illnesses. Violence is therefore a major occupational health and safety issue facing the industry.

Violence can be perpetrated by clients against workers or against other clients. It occurs in or outside accommodation premises, or on callouts, and is often random and unpredictable.

In recent years there have been many examples of physical, sexual and verbal assault of workers and clients which have led to injury, stress and trauma disorders for staff. Many of these types of incident could be avoided or minimised if safe systems of work are in place.

Providing a safe place of work in this industry for those likely to be subject to violence from others requires an integrated approach to the following areas:

- Service to clients
- Design of premises
- Security equipment
- Adequate staffing
- Staff training
- Shift structures
- Emergency procedures
- Post-incident procedures.

These guidelines set out suggested minimum requirements for providing a workplace which will offer reasonable protection from the threat of violence.

## Duty of care

The NSW *Occupational Health and Safety Act 1983* requires:

- Employers to ensure the health, safety and welfare at work, of their employees and visitors.
- Employees to take reasonable care of the health and safety of others and to cooperate with employers in their efforts to comply with occupational health and safety requirements.

Employers therefore have a responsibility to protect:

- Workers, including contractors and volunteers, from violence by clients, strangers and from fellow employees.
- Clients from violence by workers, strangers and other clients.

Each individual member of management committees in the social and community services industry has the responsibilities of the 'employer' specified by the OHS Act.

## **Violence**

Violence includes verbal and emotional threats, and physical attack to an individual's person or property by another individual or group. The level of fear an individual feels and the way they respond during and after a violent act relates to their own experiences, skills and personality. Violent acts include:

- Verbal abuse in person or over the phone
- Threats of a sexual nature
- Threats of violence
- 'Ganging up' by a group over an individual
- Physical or sexual assault.

Violent behaviour can escalate from intimidatory body language, to verbal threats and to physical threats and assault.

## Developing policy and procedures

To create a workplace environment where the risk of violence is minimised, management should:

- Identify areas of the workplace and procedures which may contribute to the likelihood of violence.
- Assess the likelihood or frequency of a violent incident occurring and the potential for injury and/or damage.
- Develop strategies for controlling those risks.

Refer to the following sample 'Workplace violence prevention policy' to learn how to present a policy document.

## Identifying potential for violence

To identify where violence could occur and the impact it may have, make a checklist which covers the following areas:

- Client services
- Design of premises
- Security equipment
- Staffing
- Emergency procedures
- Post-incident procedures.

Use the checklist to conduct a violence safety audit. This means:

- Physically going around the entire premises and checking all facilities.
- Going over all procedures
- Consulting with staff
- Checking through the reports of all violent incidents.

## Assessing the potential for violence

To be able to assess the potential for violence managers should keep records of all major and minor violent incidents - verbal and physical. Procedures should include mechanisms for workers to report incidents to management, and management to the management committee. In this way it becomes possible to track the escalation of violence and to pinpoint the aspects of procedures or premises design or equipment that contributed to the violent event occurring.

For example, following a violent incident the investigation finds that:

- A client had access to a knife or perhaps alcohol because the correct procedures were not in place.
- A client had a previous history of violent behaviour which was not mentioned in the referral papers.
- An outer security door was left unlocked.
- A staff member went on a callout on his/her own without a mobile phone.

Each of these types of incidents should be checked against previous incidents to establish whether there is a trend. The point at which the procedures failed can then be reviewed, added to the checklist and reinforced through training and staff meetings.

## **Controlling violence**

There are many simple and commonsense work procedures which can help minimise the likelihood or impact of violence. Check your workplace procedures against the suggestions starting on page 9. Make a record of all decisions and develop an action plan accordingly. Violence control measures should be:

- A part of standard workplace procedures and design.
- Implemented following a violence safety audit.
- Implemented following a review of a violent incident.

## **Monitoring and evaluation**

Identification and assessment of the potential for violence should be an on-going process of continually updating, checking and refining. The process can continue through informal consultation with staff or be a formal review of meeting action plan targets.

## **Reporting and recording**

A register of injuries must be kept under the *Workers Compensation Act, 1987* and a first aid register must be kept under the *Occupational Health and Safety Act, 1983*.

The 'Register of injuries' form has combined these two reporting requirements and includes sections which will assist with incident/accident record keeping.

A WorkCover 'Accident report form' must be filled out and sent to WorkCover NSW if there has been a serious work related injury, illness or dangerous occurrence even if no-one has been injured. A copy of the form sent to WorkCover must be kept on file for a minimum of five years.

*Sample only*

## **Workplace Violence Prevention Policy**

Name of Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

This Organisation is committed to preventing and/or minimising risk to employees, clients and visitors, which relates to acts of violence.

### **Management and supervisor responsibility**

Management is primarily responsible for preventing or reducing the risk of violence. Management will support supervisors who are responsible, and will be held accountable, to take all practical steps to ensure that the workplace under their control is safe from the risk-of violence.

Measures taken by management/supervisors to reduce the risk of violence include:

- Identifying, assessing and controlling risks of violence at the workplace.
- Training of staff to develop the ability to anticipate and manage critical or violent incidents.
- The provision of adequate and appropriate post incident support for staff, clients and others.
- The regular review, monitoring and modification of procedures where necessary.
- Regular consultation with employees and review of this policy to ensure effectiveness.
- The provision of adequate resources to effectively implement prevention and control measures.
- The supervisor or manager with the necessary authority will take prompt remedial action to eliminate unsafe violent behaviour.

### **Employees' responsibilities**

All employees are required to co-operate with this policy to ensure their own health and safety and the health and safety of others in the workplace. Employees are to report all violent incidents to supervisors/management to assist in the anticipation and control of violent incidents.

Executive Officer's signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Clients

### Client service

Although managers are not responsible for the emotional state of a client on arrival, the quality of service given to the client may contribute to violent behaviour.

A lack of sensitivity and an indifference to clients by staff can develop over time in the absence of a commitment to quality service. Poor service can be due to poor training and communication skills, and irritability from overwork and overtaxed facilities. Any review of a violent incident should take into account the interpersonal skills and level of service provided by the staff involved.

Staff should have training in dealing with clients and regular reviews should be made of their performance. When dealing with clients staff should try to:

- Be cheerful, assertive and helpful
- Avoid keeping clients waiting
- Use clear and simple words
- Avoid giving conflicting advice
- Use an interpreter where necessary.

### Client assessment and conduct

Managers and staff need to know who they are dealing with and should let clients know exactly what is expected of them. Therefore:

- Make admission criteria clear to all clients.
- Make the code of behaviour for clients clear during the admission procedure. The code should have a system of warnings for breaches of the code prior to taking disciplinary action. Warnings should be given to the client in writing. The code should cover areas such as:
  - Curfew
  - Visitors
  - Drug and alcohol use
  - Security
  - General conduct.
- Refer clients who need detoxification, drug and alcohol rehabilitation and psychiatric treatment and observation to other services if the service is not geared to dealing with these problems. Clients who relapse into drug or alcohol dependence should also be referred to other services.
- Staff should always work in pairs in potentially dangerous situations.
- Have procedures for crisis admissions in the middle of the night and when staff levels are reduced.
- Verify all referral information.
- Prohibit staff from having personal or sexual relations with any clients.
- Clients should be informed that they have a right to be protected from abuse by staff.
- 24 hour crisis services should only allow visitors access to the premises with the knowledge and approval of the client and a staff member.

## Staff

### Staff rosters

- Adjust rosters or upgrade staff levels to avoid sole worker situations where there is known risk or during peak times. Sole workers make an easy target for disaffected people.
- If a sole worker situation is unavoidable it is very important that there is working rapid communication with emergency services and on-call staff. (See *Communication*).
- Arrange rosters so that inexperienced staff are paired with a more experienced staff member.
- Arrange rosters to help staff stay as fresh and alert as possible. Fatigue can contribute to the inability to handle a violent situation.
- Disciplinary measures should be made clear to all staff and imposed for any breaches.

### Staff training

Poorly trained staff can contribute to a situation becoming unmanageable. Therefore ensure that staff members have the competencies to deal properly with the client base.

Training should be induction, ongoing and in response to weaknesses in staff skills exposed by a violent incident. It can be conducted in-house or by external trainers and should cover the following:

- Client service skills
- The identification, assessment and control model for management of occupational health and safety
- How to identify, minimise and resolve conflict
- Investigating, reporting and recording violent incidents
- Legal issues relating to violence
- Causes and types of violence
- Negotiation skills
- Anger management
- Crisis communication
- Basic self-defence
- Callout procedure
- Post trauma debriefing procedure
- Fire drills and emergency procedure
- The workplace violence policy

## **Callouts**

Some callouts take staff members away from the relative safety of the centre onto unknown 'turf' which increases the potential for violence. Management should have in place procedures for callouts where the risk assessment indicates there is potential for violence. For callouts with potential for violence:

- An assessment of the risks should be undertaken before committing staff to a callout. If the risk is too high workers should not attend the callout and the police should be advised.
- Staff should leave the address of where they are going with expected arrival and return times.
- Use an official vehicle if it is needed and available.
- Always carry a mobile phone.
- Establish code words to be used on the phone which alert the centre or service that the staff member is in a threatening situation.
- If there is a threat call the police and let them handle the situation. Workers should not put themselves in danger.
- If a staff member is more than half an hour late and cannot be contacted call the police.
- Management should have procedures in place which ensure the safety of staff transporting and accompanying clients.

## **Premises, equipment and facilities**

### **Security equipment and facilities**

The following equipment and facilities should be provided where a risk assessment indicates that they are required:

- Duress alarms in offices and interview rooms
- Security and fire alarms
- Sprinkler systems or smoke alarms
- Firefighting equipment which complies with NSW Fire Department guidelines
- Security screens for windows and doors
- Master key locking systems
- Outdoor security lights triggered to operate after dark
- Hidden safes
- Interview rooms with two exits
- Staff exits from office areas
- Parking facilities which are close by, well lit and with minimal shrubbery
- Other equipment and facilities as needed.

Carry out regular reviews and maintenance of equipment.

### **Environment**

The atmosphere created by the internal layout and design of a premises may affect the likelihood of violence occurring. Consider the following prior to upgrading or fitting out a new premises:

- Use diffuse, glare free lighting which allows all areas to be seen clearly.
- Ensure there is enough personal space for staff and clients. Overcrowding can contribute to feelings of hostility.
- Try to keep noise levels to a minimum.
- Use subdued, low contrast wall colours.

### **Communication**

There are many situations where the minimisation of harm may depend on rapid communication with other staff or emergency services.

- There should be one telephone that cannot be accessed by clients.
- Mobile phones, intercoms, duress alarms and beepers should be available for rapid emergency contact with other staff or emergency services.
- Post telephone numbers of all emergency services prominently above all telephones and on automatic dial. Fill out the emergency response phone number sheet with this booklet and post it next to phones.
- Staff should not give out their home phone numbers to any clients.
- Staff should consider having a silent home phone number.
- There should be one telephone that can be used by clients, which is located away from staff areas.

## Procedures

### Intake and assessment

Management should have policies and procedures in place for intake and assessment which take into account:

- Client need
- Resources
- Capacity of the service to meet the clients' needs.

Documented statements of the service's role should form the basis of intake and assessment procedures.

### Anti-discrimination

Discrimination, real or perceived can be a source of rising tension. No client should be discriminated against because of:

- Sex
- Age
- Marital status
- Ethnic background
- Sexual preference
- Physical or intellectual disability
- Religion.

### Dispute procedure

A set procedure for handling disputes involving clients will help to prevent an escalation to violence.

The Community Services Commission has established guidelines for complaints and dispute handling. It is recommended that management use these as a basis for developing policies and procedures for handling complaints and disputes in their service.

### Security procedures

Poor security measures can lead to a difficult situation escalating into a dangerous one. Management should have policies and procedures for security in place. Listed below are some examples of commonsense security precautions:

- Remove sharp knives from the communal areas
- Keep petty cash tins out of sight of clients
- Remove or control any weapons or harmful substances
- Security screen doors should be locked from within
- External doors should be locked at night
- Choose fixtures and fittings which would be unlikely to be used as weapons.

Establish procedures for the following:

- The safe storage of personal property.
- Responding to alarms.
- Cash handling including holding, record keeping, and transporting to and from the bank including times, routes taken and unmarked cash bags.
- The issue of medication including record-keeping

## Dealing with violence

Staff need training in how to recognise the possibility of violence occurring and how to respond in the event of verbal and physical attack.

All workplace procedures should be geared toward preventing this occurring in the first place. Staff should not be expected to be able to physically defend themselves against a violent physical attack although they are allowed to use a reasonable level of force to protect themselves.

## Recognising the signs

Staff should be trained in how to recognise the potential for violence in a person's behaviour. The potential for violence is usually signalled by verbal and non-verbal cues. Verbal cues include:

- Raised voice
- Threats
- Repetitive statements by the client
- Racist, sexist and other types of verbal abuse
- Withdrawal.

Non-verbal cues include:

- Agitated movements
- Threatening gestures
- Eye to eye staring
- Standing very close
- Banging on the furniture
- Clenching the fists
- Towering posture

## Physical violence

- When confronted by violent behaviour:
- Try to reason with those attacking property or others and ask them to stop.
- Do not attempt to physically stop them by stepping in between them and the property they are attacking.
- Do not attempt to restrain a client unless it is a life threatening situation and there are no other options. It normally takes four or five people to restrain an angry person without damage to themselves or the client.
- There is a temptation to react to threatening behaviour by adopting the same confrontational body language in response. This may inflame the situation. To ensure that pacifying words and body language match:
  - Take a step back to create space.
  - Raise the hands in front to waist level (as if warming them in front of a fire).
- Continue eye to eye contact but blinking every few seconds (a feature of normal eye to eye contact).
- Continue to use non-confrontational language and do not touch the aggressive person.
- Leave if all attempts to defuse the violence have failed and there is a real threat of physical damage or lives are at risk.
- Call the police.

## Armed hold-up procedure

An armed hold-up is a special situation where serious injury or loss of life can occur.

When confronted by an armed hold-up:

- **Stand still and keep your hands where they can be seen.**
- **Obey the offender's instructions.** Do exactly what you are told and allow the offender to leave.
- **Remain calm and quiet.** Speak only when spoken to and avoid staring or making direct eye contact.
- **Observe, if you can, safely.** Make a mental note of the offender's appearance including hair and eye colour, height, weight, race, age and identifying marks such as tattoos, scars and speech patterns (The offender may be a former client).
- **Stay out of the danger area.** The offender is in control. Do not try to outsmart them or investigate out of curiosity or bravado.
- **Do not chase after the offender.** Leave this to the police. Observe direction of departure and get away car details only if it is safe to do so.
- **Call the police.** When it is safe ring the police on 000. Make a full report before discussing the incident with other staff.
- **Seal off the hold-up area.** Evidence must not be touched. Any interference may destroy vital clues.
- **Ask witnesses to remain.** The person in charge should ask witnesses to remain until the police arrive.

## Verbal threats

In most cases violence will not escalate past verbal threats. Verbal threats can lead to physical violence or be a part of a deliberate attempt to harass and intimidate. Staff should be trained in how to deal directly with verbal threats and in post incident procedure including:

- Reporting the incident
- Incident review
- Disciplining those involved.

Staff who are being verbally attacked should:

- Assess the emotional/mental state of the client - i.e. frustrated, disturbed, under the influence of drugs or alcohol.
- Try to accommodate their needs. They may simply be frustrated by being kept waiting or being given conflicting advice.
- Use assertive, non-aggressive language.
- Assess the potential for the situation to become physically violent.
- Seek the presence of another staff member. This is where personal communications are very important.

## **Phone threat procedure**

Phone threats should be taken seriously. If a threat is received make a note of:

- Time of the call
- The phone number the call was received on
- Sex of caller
- Estimated age of caller
- Any details such as accent and background noise etc.

When a threat is received call the police and give them these details.

If the threat is a bomb threat act on advice from the police before evacuating. Prior to an evacuation check the building for unusual objects to ensure that the bomb is not accidentally triggered during the evacuation.

## Post-incident procedures

### Major violent incidents

Following a major violent incident where physical harm has occurred it is important that:

- First aid is administered.
- Comfort and treatment is sought for those traumatised.
- The police and if necessary the ambulance service are called.
- The scene is left undisturbed for the police.
- Ask witnesses to remain until the police arrive. If this is not possible obtain their names and contact phone numbers.
- If necessary the family of staff or clients are contacted prior to the media becoming informed.
- Staff involved are given relief from duties and critical incident stress debriefing.
- An authorised person only should talk to the media.

Staff will be asked to give a full report on what has occurred. It is important that they are not made to feel in any way responsible until all the facts are known by management and police and until they have been fully debriefed and counselled. If a burden of guilt for the incident is wrongly attributed to a staff member or client it may contribute to the development of post traumatic stress.

### Minor violent incidents

Following a minor violent incident such as verbal or phone threats:

- Management should be alerted immediately.
- A written report should be made detailing time, who was involved, the nature of the threats, the reasons behind the threats and the 'triggers' for the threats.
- The parties involved should be individually interviewed by the manager.
- The offender should be disciplined or referred for counselling (whatever is appropriate).

### Post traumatic stress

Following a violent incident, offer counselling to all staff involved.

Post traumatic stress can be as the result of a sudden and traumatic incident such as being the victim of violence. Each person will react differently to this kind of major stressor but the range of symptoms that characterise post traumatic stress include:

- Increased heart rate
- Insomnia and hypersensitivity
- Muscle tension
- Frightening dreams
- Startle reactions
- Disturbed sleep patterns
- Fear of returning to work
- Phobias
- Re-experiencing the violent event through hallucinations
- Anxiety
- Depression
- Grief
- Guilt.

Post traumatic stress symptoms are a normal reaction to a traumatic incident which should be treated with qualified counselling.

However if not treated, symptoms can continue for a long time past the violent event and become worse. If the symptoms persist for more than a month past the event then the condition post traumatic stress syndrome may be diagnosed. Victims are often left with a view that the world is threatening, irrational and unjust and that they are worthless and vulnerable.

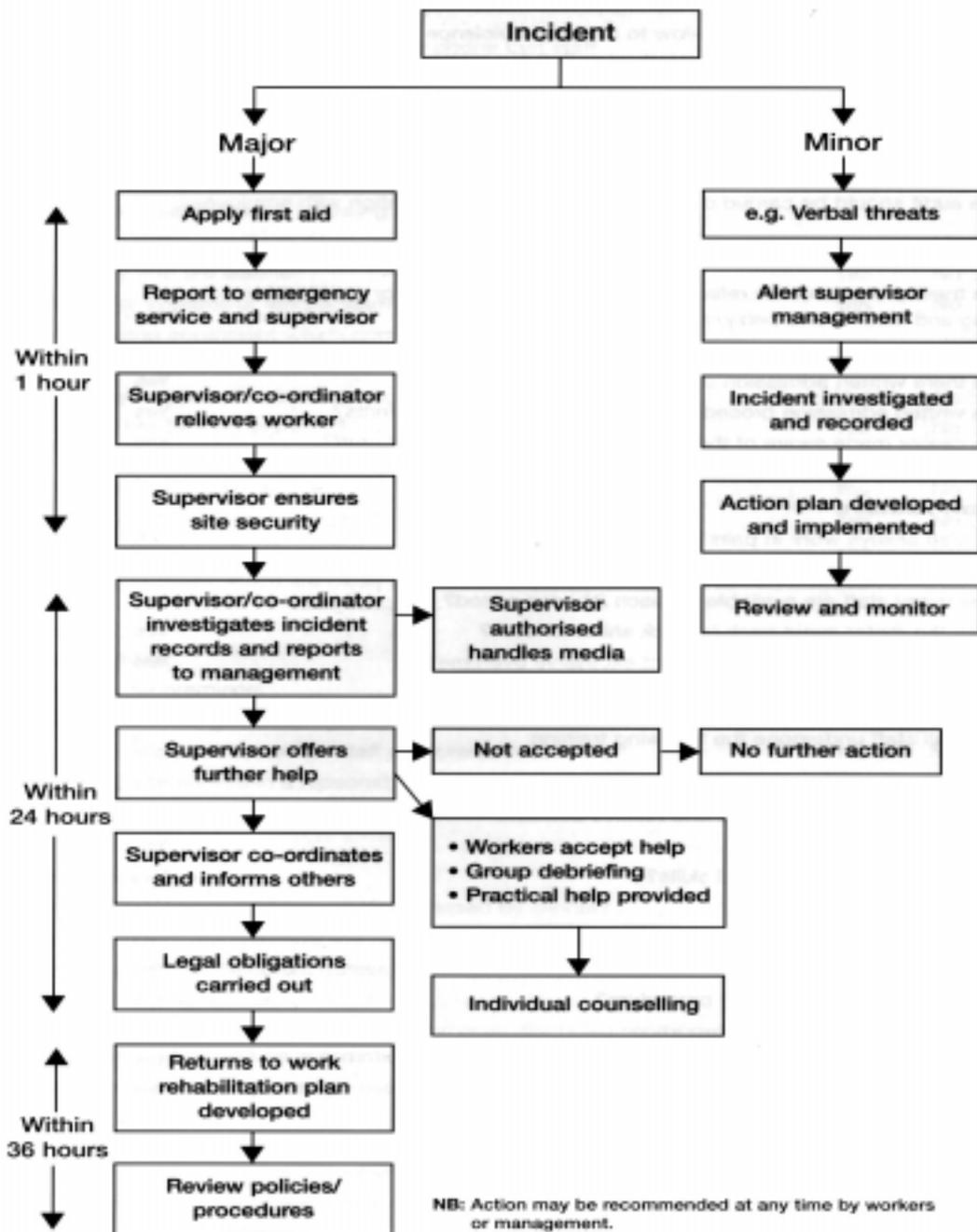
## **Legal rights**

Victims of violence may be entitled to:

- Workers compensation
- Crime victims compensation
- Initiate a criminal action against the assailant.

Contact WorkCover NSW for workers compensation information and your solicitor for information about criminal proceedings. It may also help to contact your union for additional information about the rights of workers.

## Incident Response Chart



## Violence Safety Audit

Use the sample audit sheet below to develop a violence safety audit sheet which is relevant to your workplace. A 'Yes' answer indicates that the matter is in order. A 'No' answer indicates that the matter should be assessed and controlled.

List all the 'No' answers in order of priority. Determine the priority by the seriousness and the frequency of the risks posed.

The audit should be carried out by management in consultation with employees.

### Clients

- Are there procedures for referring clients to other services for psychiatric, drug and alcohol and behavioural reasons? Yes No
- During admission is referral information being verified? Yes No
- Are there written admission criteria for clients? Yes No
- Are written admission procedures used in assessment of clients? Yes No
- Are clients made aware of their responsibilities and those of staff? Yes No

### Staff rosters

- Do staff always work in pairs? Yes No
- Specify sole worker times \_\_\_\_\_
- How many staff are available for each 24 hour period? \_\_\_\_\_ Yes No
- Does the roster avoid back to back shifts for staff? Yes No
- Does the current staff level prevent excessive overtime? Yes No

### Staff training

Have all staff undergone the following training:

- Client service skills? Yes No
- How to identify, assess and resolve conflict? Yes No
- Negotiation skills? Yes No
- Armed hold-up survival? Yes No
- Anger management? Yes No
- Crisis communication? Yes No
- Basic self-defence? Yes No
- Post trauma debriefing procedure? Yes No
- Accident and incident reporting? Yes No
- Fire drills and emergency procedure? Yes No
- Callout procedure? Yes No

Name the staff who need additional training: \_\_\_\_\_

\_\_\_\_\_

### Callouts

- Are there written procedures for callouts? Yes No
- Are there code words which alert staff by phone that staff members on a callous are in trouble? Yes No
- Are home base staff familiar with support emergency procedures? Yes No

### Security equipment and facilities

Does the premises have the following equipment and facilities:

- |   |     |    |
|---|-----|----|
| • Duress alarms in offices and interview rooms?                               | Yes | No |
| • Security and fire alarms?   | Yes | No |
| • Sprinkler systems or smoke alarms?  | Yes | No |
| • Firefighting equipment which complies with NSW Fire Department guidelines?  | Yes | No |
| • Security screens for windows and doors?                                     | Yes | No |
| • Master key locking systems?   | Yes | No |
| • Outdoor security lights triggered to operate after dark?                    | Yes | No |
| • Hidden safes?   | Yes | No |
| • Interview rooms with two exits?   | Yes | No |
| • Staff exits from office areas?  | Yes | No |
| • Parking facilities which are close by, well lit and with minimal shrubbery? | Yes | No |

### Environment

Throughout the premises:

- |  |     |    |
|--|-----|----|
| • Is there diffuse, glare free lighting?         | Yes | No |
| • Is there adequate space for staff and clients? | Yes | No |
| • Are noise levels within a reasonable limit?    | Yes | No |
| • Are the interior wall colours subdued?         | Yes | No |

### Communication

- |   |     |    |
|---|-----|----|
| • Is there one telephone that cannot be accessed by clients?  | Yes | No |
| • Do staff members on duty have the capacity to contact each other easily?  | Yes | No |
| • Are mobile phones, intercoms, duress alarms and beepers available and in good working order?                      | Yes | No |
| • Are telephone numbers of all emergency services displayed prominently above all telephones and on automatic dial? | Yes | No |
| • Is there one telephone that can be used by clients?   | Yes | No |

**Procedures** Is there a set procedure for:

Handling disputes between clients?

- |  |     |    |
|--|-----|----|
| • Confiscating items which could be used as a weapon from clients? | Yes | No |
| • Cash handling?   | Yes | No |
| • Securing the premises?   | Yes | No |
| • The safe storage of personal property?                           | Yes | No |
| • Responding to alarms?  | Yes | No |
| • The issue of medication including record keeping?                | Yes | No |
| • After major and minor violent incidents?                         | Yes | No |
| • Dealing with bomb threats?                                       | Yes | No |

### Violent incidents

Use this section for investigating violent incidents as they occur for tracking trends and causes of violence. Cross reference the details of each violent incident with all the 'NO' answers above and the information recorded on the Register of Injuries form.

Was the violent incident:

- |           |     |    |
|-----------|-----|----|
| • Verbal? | Yes | No |
|-----------|-----|----|

- Physical? Yes No
- Sexual? Yes No
- Bomb threat? Yes No

Where did the violent incident occur:

- Inside premises? Yes No
- Outside premises? Yes No
- On callouts? Yes No
- Other? Yes No

Specify where: \_\_\_\_\_  
 \_\_\_\_\_

Specify when the incident occurred: \_\_\_\_\_  
 \_\_\_\_\_

Who was involved:

- Staff and client? Yes No
- Staff and visitor? Yes No
- Staff and stranger? Yes No
- Client and client? Yes No
- Client and visitor? Yes No
- Client and stranger? Yes No
- Other? Yes No
- Specify who: \_\_\_\_\_

Describe the nature and extent of any injuries: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

What were raised as factors in the incident:

- Client service? Yes No
- Client behaviour? Yes No
- Security equipment? Yes No
- Premises design? Yes No
- Communication? Yes No
- Procedures? Yes No
- Staff rosters? Yes No
- Discrimination? Yes No
- Other? Yes No

Specify what: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Which emergency services were called:

- Police? Yes No
- Fire brigade? Yes No
- Ambulance? Yes No
- Other? Yes No

## Risk control action plan

Use this form to prioritise and allocate responsibilities and resources to violence control

Activities/strategies	Person/s Responsible	Completion date	Evaluation date
<p>Complete risk identification and assessment before proceeding</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>If on evaluation modifications are required develop further activities/strategies</p> <p>Assessors:</p> <p>1. _____ Supervisor</p> <p>2. _____ Employees/s</p> <p>3. _____ OHS representative</p>			

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