

CASE SUMMARY

<p><u>The Incident</u> Describe the flow of events on the day of the incident and any relevant events leading up to the incident</p>	<p>The incident involved a parking officer employee who was verbally abused and intimidated after issuing a fine. The incident can be described as an overreaction to a parking fine. It occurred while the CGD employee (parking infringement officer) was on foot patrol at the local market with a co-worker who was a new recruit and undergoing training. The parking officer issued an infringement notice to a market trader who had a fraudulent ticket (i.e. had changed the date). Following issuing the infringement, the person drove the car behind both workers in a threatening manner. The perpetrator drove away after being extremely verbally abusive through the window including threatening to kill the parking officer and family.</p>
<p><u>Outcomes for staff</u> Injuries or harm to staff as a result of the incident</p>	<p>Verbal abuse – intimidation, fear of physical harm</p>
<p><u>Outcomes for clients</u> Injuries or harm to clients as a result of the incident</p>	<p>Nil</p>
<p><u>Risk controls</u> List all the risk control measures in place for the work at the time of the incident</p>	<p>Dongle – press and send SOS alert. Fluoro vests and wide brim hat 4 different carparks – aware of exits (officer discretion) (The presence of the co-worker was an incidental risk control; normal practice for foot patrol is sole worker)</p>
<p><u>Response</u> Describe the response to the incident prior to the review</p>	<p>Verbal report made to supervisor and logged into system</p>

CONSULTATION

Identify the staff that need to be consulted during this review

<p>Frontline staff:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Compliance/enforcement Officer (i.e. local laws, environmental health, planning enforcement, statutory planning, building surveyor) <input type="checkbox"/> Reception staff <input type="checkbox"/> Administration staff <input type="checkbox"/> Depot staff <input type="checkbox"/> Customer Service officer <input type="checkbox"/> Leisure Centre staff <input type="checkbox"/> Library staff <input type="checkbox"/> Maternal Child Health staff <input type="checkbox"/> Early Childhood Centre / Kindergarten staff <input type="checkbox"/> Youth & family services staff <input type="checkbox"/> Home & Community Care staff <input type="checkbox"/> Health Inspector <input type="checkbox"/> Security staff <input type="checkbox"/> Other _____ 	<p>Operations management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Supervising staff member / Team leader <input type="checkbox"/> Director / Manager/ head of unit <input type="checkbox"/> HSR / OH&S Team <input type="checkbox"/> Education & Training <input type="checkbox"/> Equipment Manager <input type="checkbox"/> Facilities Manager <input type="checkbox"/> Major contractors (e.g. YMCA, Citywide, JJ Richards, etc) <input type="checkbox"/> Procurement manager <input type="checkbox"/> IT support services <input type="checkbox"/> Committees (specify) _____ <input type="checkbox"/> Other _____ 	<p>Governance and administration</p> <ul style="list-style-type: none"> <input type="checkbox"/> CEO <input type="checkbox"/> Council <input type="checkbox"/> Executive Team <input type="checkbox"/> Chief Operating Officer <input type="checkbox"/> Human Resources <input type="checkbox"/> Health & Wellbeing Officer <input type="checkbox"/> Governance Committees <input type="checkbox"/> Legal Officer <input type="checkbox"/> Capital and infrastructure <input type="checkbox"/> Other _____ 	<p>External influences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Government <input type="checkbox"/> Regulators (e.g. WSV, DHHS, DELWP, etc) <input type="checkbox"/> Unions/Employer Associations <input type="checkbox"/> Equipment / maintenance suppliers <input type="checkbox"/> Training specialisation suppliers <input type="checkbox"/> Emergency Management Response (e.g. Ambulance) <input type="checkbox"/> Media / Social media <input type="checkbox"/> Public interest & Advocacy group <input type="checkbox"/> Consultants (specify)_academic research team <input type="checkbox"/> Other _____
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REVIEW OF RISK CONTROLS THROUGH CONSULTATION: Look “up and out” not “down and in”

Contributory factors to WV incident	Why were risk controls ineffective? (See Data Collection Guide for example questions)	Are better practice risk controls available? Document suggestions from staff to improve the effectiveness of risk controls
Equipment and surroundings level		
<p>Equipment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Availability <input type="checkbox"/> Design <input type="checkbox"/> Maintenance <input type="checkbox"/> Suitability <input type="checkbox"/> Storage <input type="checkbox"/> PPE 	<p>PPE: Identifiable – easy to find/target in the market place</p> <p>Design: walking around the open carpark allowed the perpetrator to target the worker</p> <p>Suitability: workers cannot issue fines remotely given they issue paper-based tickets (no protection of vehicle)</p>	<p>Not wearing the yellow vests to ensure not identifiable.</p> <p>Leg reflexive wear (bands) that can be taken on and off; Tags on the back of the shoe.</p> <p>Issuing an electronic ticket from vehicle (where sensors are available)</p>
<p>On-site Environment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Furniture <input type="checkbox"/> Layout <input type="checkbox"/> Lighting <input type="checkbox"/> Obstructions <input type="checkbox"/> Surfaces <input type="checkbox"/> Temperature <input type="checkbox"/> Other 	<p>Nil</p>	

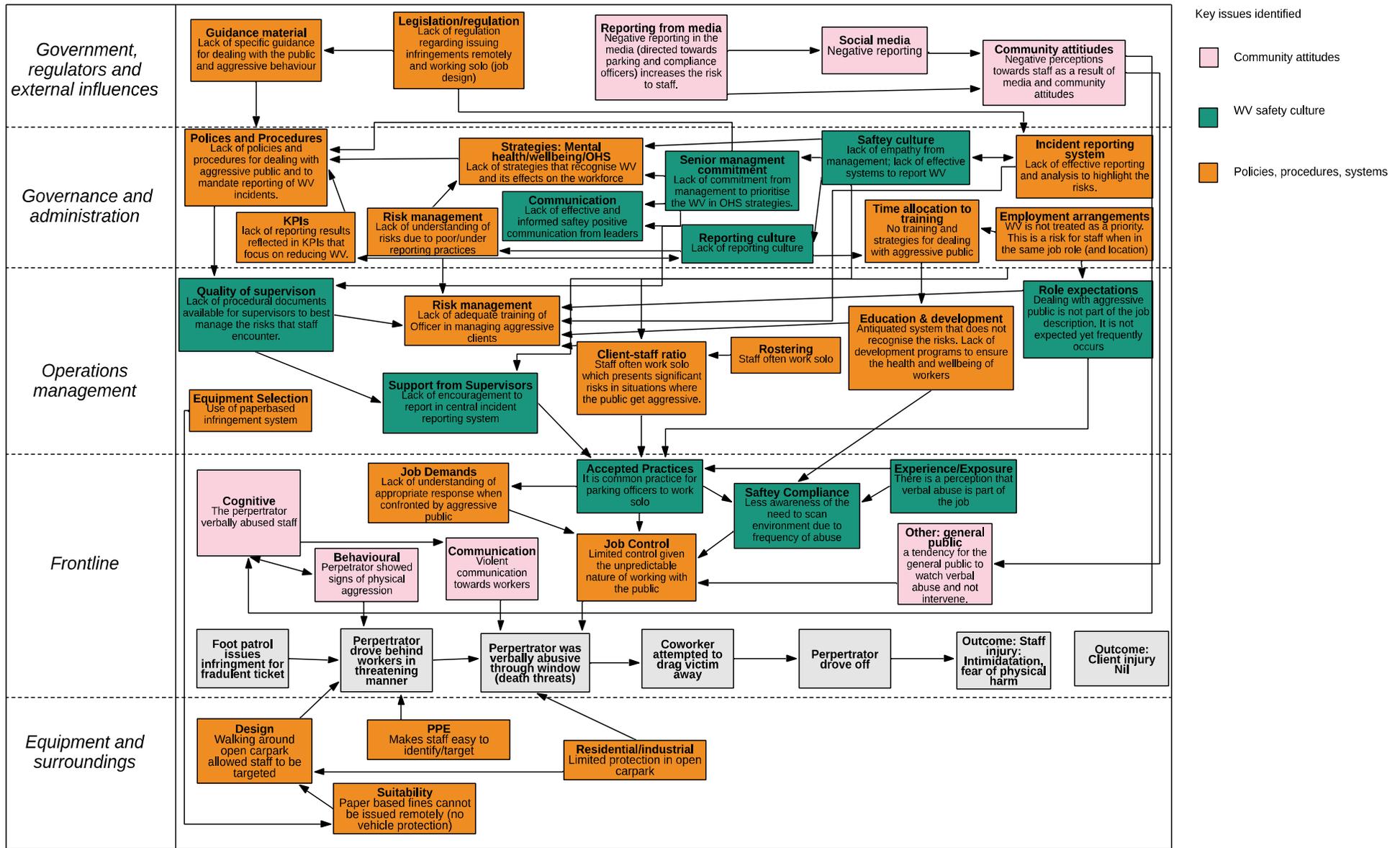
Off-site Environment <input type="checkbox"/> Urban/Regional <input checked="" type="checkbox"/> Residential/Industrial <input type="checkbox"/> Weather Conditions <input type="checkbox"/> Infrastructure <input type="checkbox"/> Other	Residential/industrial: Limited protection in the open carpark.	Two team members working together as standard practice for foot patrol, especially in higher risk off-site environmental areas.
Frontline level		
Work Design <input checked="" type="checkbox"/> Job control <input checked="" type="checkbox"/> Job demands <input type="checkbox"/> Role conflict <input type="checkbox"/> Role clarity <input type="checkbox"/> Lone worker <input type="checkbox"/> Other	Job demands?: Lack of understanding of job demands and appropriate response when confronted by aggressive public. Job control: Limited control given the unpredictable nature of working with the public	Supervisors need to better understand the risks in the environment and appropriate responses need to be highlighted in procedural documents
Staff <input checked="" type="checkbox"/> Accepted Practices <input type="checkbox"/> Communication <input checked="" type="checkbox"/> Experience / exposure <input type="checkbox"/> Fatigue <input type="checkbox"/> Risk perceptions <input type="checkbox"/> Support from co-workers <input type="checkbox"/> Emotional overload <input type="checkbox"/> Job satisfaction <input checked="" type="checkbox"/> Safety Compliance <input type="checkbox"/> Acceptance of diversity <input type="checkbox"/> Other	Accepted practices: It is common practice for parking officers to work solo. Safety Compliance; Experience / Exposure: There is a perception that verbal abuse is part of the job that comes along with continued exposure to such incidents, so there is less awareness of the need to scan environment to identify risky people.	Foot patrol with issuing tickets in pairs Effective communication from high level management that accepting WV in any form should not be an accepted part of the job of any council worker; encouragement from direct supervisors to report WV incidents to reduce the perception that it should be accepted
Client/Consumers <input checked="" type="checkbox"/> Behavioural <input checked="" type="checkbox"/> Cognitive <input checked="" type="checkbox"/> Communication <input type="checkbox"/> Demands <input type="checkbox"/> Expectations of care/service provision <input type="checkbox"/> Physical/Mobility <input type="checkbox"/> Access to social support <input type="checkbox"/> Cultural demographic <input type="checkbox"/> Administrative constraints <input type="checkbox"/> Other	Behavioural: The person used vehicle to intimate the workers Cognitive: The person overreacted to the infringement notice and verbally abused staff and also showed signs of physical aggression Communication: violent communication towards workers because of being issued a fine	Tickets could be issued in vehicles (where sensors are available).
Family/Social support <input type="checkbox"/> Communication <input type="checkbox"/> Expectations of care <input type="checkbox"/> Demands <input type="checkbox"/> Level of support provision <input type="checkbox"/> Other	Nil	

<p>Non-council employees</p> <ul style="list-style-type: none"> <input type="checkbox"/> Communication <input type="checkbox"/> Policy & procedure compliance <input type="checkbox"/> Experience/Qualifications/Competence <input type="checkbox"/> Judgement & decision making <input type="checkbox"/> Planning & preparation <input type="checkbox"/> Risk perceptions <input type="checkbox"/> Other 	<p>General public: There is a tendency for the general public to watch verbal abuse and not intervene.</p>	<p>Greater awareness of risks to council employees portrayed in media.</p>
Operations Management level		
<p>Supervisors</p> <ul style="list-style-type: none"> <input type="checkbox"/> Communication <input type="checkbox"/> Support from Supervisors <input type="checkbox"/> Co-operation between work areas <input type="checkbox"/> Quality of supervision <input type="checkbox"/> Other 	<p>Support: Lack of support regarding safe working practices. Lack of understanding of the risks in the environment. Lack of encouragement to report in central incident reporting system</p> <p>Quality: lack of procedural documents available for supervisors to best manage the risks that staff encounter.</p>	<p>Greater communication with staff to ensure awareness of risks to workers in this environment, and to ensure compliance with reporting in the central system</p> <p>Improve the detail in procedural documents in relation to such incidents and best practice responses</p>
<p>Client management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Care plan <input type="checkbox"/> Client Mobility Records <input type="checkbox"/> Risk management <input type="checkbox"/> Other 	<p>Risk management: Lack of adequate training of officer in managing aggressive clients</p>	<p>*1Experience of co-worker in confrontational situations.</p>
<p>Work scheduling</p> <ul style="list-style-type: none"> <input type="checkbox"/> Rostering <input type="checkbox"/> Staff Numbers <input type="checkbox"/> Staff Skills <input type="checkbox"/> Time Pressure <input type="checkbox"/> Breaks <input type="checkbox"/> Workload <input type="checkbox"/> Time allocation for administration <input type="checkbox"/> Shift work <input type="checkbox"/> Client/staff ratio <input type="checkbox"/> Other 	<p>Client/staff ratio; rostering: Staff often work solo which presents significant risks in situations where the public get aggressive.</p>	<p>Working in pairs was a protective factor, however, this was incidental in this case and not common practice</p>
<p>Work systems</p> <ul style="list-style-type: none"> <input type="checkbox"/> Budgets <input type="checkbox"/> Equipment maintenance <input type="checkbox"/> Equipment selection <input type="checkbox"/> Training <input type="checkbox"/> Education & development <input type="checkbox"/> Role expectations <input type="checkbox"/> Other 	<p>Role expectations: Dealing with aggressive public is not part of the job description. It is not expected yet frequently occurs.</p> <p>Education & development: Antiquated system that does not recognise the risks. Lack of development programs to ensure the health and wellbeing of workers which contributed to complacency (developing resilience/tolerance).</p> <p>Equipment selection: use of paper based infringement system</p>	<p>Realistic job preview (core competency), and include in recruitment & selection process for all front-line facing staff; Ongoing L&D to include de-escalation training</p>

*denotes existing protective factor

Governance & Administration Level		
<p>Management systems</p> <ul style="list-style-type: none"> <input type="checkbox"/> Approval and change management <input type="checkbox"/> Consultation <input type="checkbox"/> Human resources <input type="checkbox"/> Policies and procedures <input type="checkbox"/> Risk management <input type="checkbox"/> Safety monitoring <input type="checkbox"/> Technologies <input type="checkbox"/> Incident reporting system <input type="checkbox"/> Security systems <input type="checkbox"/> Committees <input type="checkbox"/> Recruitment protocols <input type="checkbox"/> Other 	<p>Reporting system: Lack of effective reporting and analysis to highlight the risks in this environment. Having two independent systems that don't talk to each other is ineffective (i.e. local reporting system & central injury management system)</p> <p>P&P: lack of policies and procedures for dealing with aggressive public; Lack of policies and procedures to mandate reporting of WV incidents.</p> <p>Risk management: Lack of understanding of risks due to poor reporting practices (under-reporting is common)</p>	<p>Better data capture (i.e. having one system) could be used to inform policy and procedural documents and more informed risk management decision-making and communication from higher level management (e.g. education about acceptable and unacceptable behaviours and how to report them).</p> <p>Establish a WV working group as a sub-committee to the OHS Committee that is made up of relevant stakeholder representatives (including senior management, HR, OHS, HSR, IT, Media & Comms, at-risk workers, and WV experts) that has oversight of all WV-related risk management, L&D, incident reviews, and dissemination of information.</p>
<p>Resources</p> <ul style="list-style-type: none"> <input type="checkbox"/> Funding <input type="checkbox"/> Costs <input type="checkbox"/> Time allocation to training <input type="checkbox"/> Awareness Campaigns <input type="checkbox"/> Employment arrangements <input type="checkbox"/> Mentoring <input type="checkbox"/> Other 	<p>Training: Training for dealing with aggressive public and strategies to support staff when victimised does not exist.</p> <p>Employment arrangements: Complacency becomes an issue as WV is not treated as a priority. This is a risk for staff when in the same job role</p>	<p>Training and development is required to ensure staff safety, health and wellbeing and reinforce perceptions of support.</p> <p>As a second, less proactive control, also consider redeployment (where practicable) of staff following WV incidents that result in negative outcomes for staff.</p>
<p>Leadership</p> <ul style="list-style-type: none"> <input type="checkbox"/> Safety Culture <input type="checkbox"/> Reporting Culture <input type="checkbox"/> Senior management commitment <input type="checkbox"/> Communication <input type="checkbox"/> KPIs <input type="checkbox"/> Strategies: Mental Health/ Wellbeing/OHS <input type="checkbox"/> Organisational change <input type="checkbox"/> Priorities <input type="checkbox"/> Cultural diversity norms <input type="checkbox"/> Other 	<p>Reporting culture: Lack of reporting culture</p> <p>Culture: lack of empathy from management; lack of effective systems to report WV.</p> <p>Commitment: Lack of commitment from management to prioritise the WV in OHS strategies.</p> <p>KPIs: lack of reporting results reflected in KPIs that focus on reducing WV.</p> <p>Strategies: Lack of strategies that recognise WV and its effects on the workforce.</p> <p>Communication: Lack of effective and informed communication from leaders to reinforce positive perceptions of safety</p>	<p>Effective collection and use of WV incident data to develop more informed policies and procedures, risk management strategies, improve communication and safety culture. Establish a WV working group as a sub-committee to the OHS Committee (see above). Improved communication and transparent use of WV incident data would also demonstrate a commitment to the safety and wellbeing of employees.</p>
Government, Regulators and External Influences level		
<p>Government and regulators</p> <ul style="list-style-type: none"> <input type="checkbox"/> Accreditation standards <input type="checkbox"/> Funding and priorities <input type="checkbox"/> Guidance material <input type="checkbox"/> Legislation/regulation <input type="checkbox"/> Political influence <input type="checkbox"/> Communication <input type="checkbox"/> Auditing 	<p>Regulation: Lack of regulation regarding issuing infringements remotely and working solo (job design)</p> <p>Guidance material: lack of specific guidance for dealing with the public and aggressive behaviour</p>	<p>Use emerging WV data to develop more appropriate and evidence-informed policies, regulations, guidance materials and public campaigns in this direct area</p> <p>Consider making recommendations to appropriate regulating bodies (.e.g Department of Justice & Community Safety, Local Government Victoria) regarding redesigning the way that the work is done.</p>
<p>Suppliers</p>		

<ul style="list-style-type: none"> <input type="checkbox"/> Expense/availability of equipment <input type="checkbox"/> Equipment standards <input type="checkbox"/> Training specialisation <input type="checkbox"/> Maintenance schedules <input type="checkbox"/> Consultants <input type="checkbox"/> Auditors <input type="checkbox"/> Other 		
<p><u>Unions and employer associations</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Support for OHS <input type="checkbox"/> Political agenda <input type="checkbox"/> Other 		
<p><u>External Influencers</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Reporting from media <input type="checkbox"/> Social media <input type="checkbox"/> Community attitudes <input type="checkbox"/> Emergency management response <input type="checkbox"/> Other 	<p>Media: Negative reporting in the media (directed towards parking and compliance officers) increases the risk to staff.</p> <p>Community attitudes: Negative perceptions towards staff as a result of media and community attitudes</p>	<p>Media training for staff</p> <p>Awareness campaigns are required to educate public on appropriate behaviour towards people who are 'just doing a job'.</p> <p>Promote the benefits of enforcing parking restrictions (e.g. supports small business patronage - higher volumes of customers, improves amenity of residential areas, road safety and traffic flow, etc.)</p>



REVISION OF RISK CONTROLS: ACTION PLAN

Identify feasible and practicable actions to address the issues you've identified in the Accimap.

Don't rely on people doing "the right thing". A review that just results in more training, supervision or minor changes to equipment or procedures will not prevent future incidents.

Effective actions involve improving consultation up and down the levels of the system

Effective actions involve reducing exposure and pressures on staff through work planning.

#Accimap issue	Specific action required	Person responsible for action	Evaluation of success	Close off date
Community attitudes	Implement a PR campaign that demonstrates appropriate behaviours in the context of the positive work done by frontline council staff (people just doing their job)	Mgr Media & Comms	Community surveys show improved perception of Council	23 December 2021
WV Safety Culture	Supervisor leadership development program that includes EQ	Mgr People & Procurement	Improvement in psychosocial survey results	23 December 2021
Policies, procedures, systems	Develop and implement a workplace violence prevention & resilience strategy that includes preventative measures, a framework for responding to incidents and recovering from incidents (part of PhD Research Project)	Team Leader Risk & Safety	Improvements in all survey results (survey part of Study 1 of PhD)	30 June 2022
Policies, procedures, systems	Implement a proactive mental health & psychosocial health strategy for at-risk staff	Team Leader Risk & Safety	Continual improvement in mental health and psychosocial safety scores amongst at-risk staff	30 June 2022
Policies, procedures, systems	Staff to work 2-up in identified high-risk areas	Manager Regulatory Services	Reduction in WV incidents	30 June 2021

REVISION OF RISK CONTROLS: RECOMMENDATIONS FOR EXTERNAL PARTIES

Document any suggestions for preventing WV incidents that are beyond the control of your City Council. The research team will aggregate these suggestions and hold a workshop with the relevant people.

#Accimap issue	Specific action required	Parties responsible for action
Community attitudes	WSV awareness campaign of WV in Local Government demonstrating appropriate behaviours. This campaign could align with the same campaign message as presented in healthcare to protect the safety of staff.	WorkSafe Victoria and/or Safework Australia
WV Safety Culture	WSV inspector visits of workplaces focussing on WV prevention, compliance with OHS Act and improving resilience through improving psychosocial health and safety	WorkSafe Victoria
Policies, procedures, systems	WSV / SWA research and guidance to include specific, targeted content for Local Government as a front-line industry at high risk of WV	WorkSafe Victoria