

Purpose

Over the last ten years in Queensland, 71 workers' compensation claims have been accepted from bus drivers for physical injuries and 100 for psychological injuries caused by work related violence and aggression.

This checklist will assist bus service operators to manage work-related violence and aggression risks. It will assist in reviewing the effectiveness and adequacy of your existing risk management approach and prompt ideas and opportunities for improvement.

Risk management

Planning is the first step to ensure work is done safely. It is essential client aggression hazards are identified, the risks assessed, and controls put in place to prevent harm occurring. A client aggression and violence action plan can then be developed to provide information to drivers, service delivery partners and Workplace Health and Safety Queensland inspectors on how these risks will be managed. The plan should be regularly monitored and reviewed to ensure it is effective and takes into account changes at the workplace.

Workplaces should have a work health and safety consultative team consisting of management, health and safety representatives, safety advisors or officers, workers, contractors and others involved in delivering transport services to the public. The consultative team should be involved in the planning, development, monitoring and review of the client aggression and violence management plan.

How to use this tool

The self-assessment should be undertaken in consultation with everyone involved in delivering your services (e.g. drivers, supervisors, contractors, work health and safety and human resource personnel). This tool aligns to the hierarchy of controls, as outlined in Appendix 1.

Complete all the questions and rate your organisation using the scale:

2 – Compliant.

1 - Partially compliant, some improvements possible.

0 - Not compliant, significant improvements required. It is important to make comments against each question regarding why you rated your organisation that way. This will help communicate to others how you arrived at the rating.

Once you have completed the self-assessment, refer to Appendix 1 for more information about managing risks from client aggression and violence. The appendix includes links to guidance material to address any areas where responses were either a 1 or 0.

You can also contact Workplace Health and Safety Queensland on 1300 362 128 if you would like a visit from an inspector or advisor to help you with your risk management approach for client aggression and violence.

Workplace details	
Date of assessment	
Workplace location and area	
Site address	
Site contact name	
Site contact phone	
Site contact email	

Client aggression and violence management self-assessment tool				
Rating scale 2 - Compliant 1 - Partially compliant, some improvements possible 0 - Not compliant, significant improvements required				
Identifying risks of client aggression and violence at the workplace	2	1	0	Comments and actions
1. Has your workplace consulted with drivers, supervisors and other relevant people within the organisation to help understand all possible sources of risk relating to client aggression and violence? Consider the following risk factors: <ul style="list-style-type: none"> • services being provided • profile of client population • specific service routes and locations • level of cash handling by drivers • designated pick-up points (lighting, isolation, access to support services) • time of day or night, including peak periods and special events • unexpected or changing circumstances (e.g. traffic delays, peak periods, motor vehicle accidents) • work demands and fatigue management (e.g. shift work) • workplace amenities accessed by drivers during their shift including waiting areas. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Has your workplace reviewed previous incident reports of client aggression and violence to better understand what contributed to these incidents and identified where the physical work environment,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Client aggression and violence management self-assessment tool				
Rating scale 2 - Compliant 1 - Partially compliant, some improvements possible 0 - Not compliant, significant improvements required				
security, systems of work and worker training could be improved?				
3. Has your workplace included client aggression and violence as a key consideration in the following components of their workplace health and safety management system? <ul style="list-style-type: none"> • Hazard identification • Risk management register • Site inspections/audits • Contractor management (e.g. codes of conduct, quality standards) • Retrofitting and/or redesign of existing passenger transport vehicles • Procuring new passenger transport vehicles. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Managing risks of client aggression and violence				
Level one (elimination):	2	1	0	Comments and actions
4. Has your workplace attempted to eliminate client aggression and violence toward drivers wherever possible? For example: <ul style="list-style-type: none"> • avoiding routes in high-risk locations • avoiding routes at times of day/night that leave drivers isolated • eliminating on-board cash payment of fares • Systems that prevent aggressive/violent patrons from entering the bus 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Client aggression and violence management self-assessment tool				
Rating scale 2 - Compliant 1 - Partially compliant, some improvements possible 0 - Not compliant, significant improvements required				
Level two (engineering/substitute/isolate): Physical work environment and security	2	1	0	Comments and actions
5. Has your workplace implemented physical work environment measures to protect workers from risks of client aggression and violence? For example: <ul style="list-style-type: none"> • separation of driver from clients through use of fixed or removable barriers and protection screens¹ • alternative exits • safe storage areas for cash (including during scheduled breaks) • adequate internal and external lighting (including in service areas). 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Has your workplace implemented security measures to protect workers from risks of client aggression and violence? For example: <ul style="list-style-type: none"> • closed circuit television (CCTV) monitoring systems • uniformed police, security guards or senior network officers on board or at high risk bus stops • regularly tested and maintained communication systems, including: <ul style="list-style-type: none"> - intercom/loud speaker - two way radios - duress alarms - real-time monitoring. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Level three (administrative control) – Work systems, procedures and training	2	1	0	Comments and actions

¹ From 1 July 2022, every urban contract vehicle purchased pursuant to a TMR service contract is required to include a driver barrier as part of the specification provided to the manufacturer for the contract vehicle. This driver barrier must be installed as part of the body build of the new contract vehicle. See the TMR FAQ on [Mandatory Driver Barriers in New Urban Buses](#) for more details.

Client aggression and violence management self-assessment tool

Rating scale

- 2 - Compliant
- 1 - Partially compliant, some improvements possible
- 0 - Not compliant, significant improvements required

<p>7. Has your workplace implemented appropriate work systems and procedures to support the physical work environment and security controls to minimise risks from client aggression and violence?</p> <p>For example:</p> <ul style="list-style-type: none"> • procedures for working in isolation and in uncontrolled environments • policies to protect workers and others from client aggression and violence • supervisors checking in regularly with drivers during their shift • regular handover of information with other drivers/supervisors at end of shift • procedures to identify situations where refusal of service is appropriate. • signage/displays indicating that limited cash is held by the driver. • signage to direct passenger actions, such as: <ul style="list-style-type: none"> - zero tolerance of client aggression and violence - CCTV recordings may be used to exclude aggressive and violent clients - encouraging client reporting of incidents to QPS and other relevant authorities - to not speak to the driver while the bus is in motion - designated no standing area adjacent to the driver - requesting passengers to exit by rear doors (where able). 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>8. Has your workplace provided worker training and support to supplement the overall management of risks from client aggression and violence?</p> <p>For example:</p> <ul style="list-style-type: none"> • information, training and instruction relating to all work systems, policies and procedures for managing and 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Client aggression and violence management self-assessment tool				
Rating scale 2 - Compliant 1 - Partially compliant, some improvements possible 0 - Not compliant, significant improvements required				
responding to client aggression and violence <ul style="list-style-type: none"> • driver training on: <ul style="list-style-type: none"> - communication and assertiveness - resilience and coping - de-escalation and conflict resolution - self-protection and self-defence - identifying behaviours of concern - situational risk assessment. - information about, and support to access, employee assistance programs • Supervisor training: <ul style="list-style-type: none"> - providing support to drivers' post-incident - identifying when a driver is in distress. 				
Reporting, responding to and investigating incidents	2	1	0	Comments and actions
9. Are incidents of client aggression and violence involving school children referred back to the school so that appropriate behaviour management interventions are applied?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. Are reports to the Queensland Police Service (QPS) followed up to determine what actions have been taken against the perpetrator?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11. Are drivers involved in incidents provided with feedback on the outcomes of reports?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Observing driver behaviour	2	1	0	Comments and actions
12. Does your workplace review closed-circuit television footage following driver reports to identify the root cause of client aggression and violent incidents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Client aggression and violence management self-assessment tool				
Rating scale 2 - Compliant 1 - Partially compliant, some improvements possible 0 - Not compliant, significant improvements required				
13. Are drivers regularly supervised to ensure they are performing their activities in accordance with policies and procedures? For example: <ul style="list-style-type: none"> • following policies and procedures • appropriately responding to incidents of client aggression and violence • reporting incidents of client aggression and violence. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14. Are drivers provided with constructive feedback where their behaviour may have contributed to the escalation of the incident?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Preparing for an emergency	2	1	0	Comments and actions
15. Has your workplace implemented control measures and procedures that aim to isolate and/or protect your driver and passengers in the event of an emergency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Developing a client aggression and violence management plan	2	1	0	Comments and actions
16. Has your workplace developed and implemented a client aggression and violence management plan that outlines: <ul style="list-style-type: none"> • a statement of management commitment to provide a safe and healthy workplace which is free from client aggression and violence (as far as reasonably practicable) • actions taken by your workplace to manage risks from client aggression and violence • processes for drivers to respond to an incident involving client aggression and violence (either on-board, or from other road users) • driver reporting requirements for incidents of client aggression 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

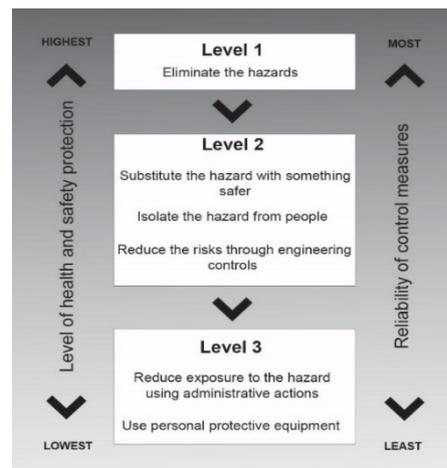
Client aggression and violence management self-assessment tool				
Rating scale 2 - Compliant 1 - Partially compliant, some improvements possible 0 - Not compliant, significant improvements required				
<ul style="list-style-type: none"> external reporting requirements and processes (i.e. QPS, WHSQ and TransLink) post-incident support offered/available to your drivers roles and responsibilities of all workers in relation to client aggression and violence management? 				
Additional comments or recommendations				

Appendix 1

How to manage workplace health and safety risk

The client aggression and violence management self-assessment tool provides example control measures in line with the hierarchy of controls. These control measures are ranked from most effective to the least effective.

Effectively managing risks associated with client aggression and violence in your workplace should start with identifying the hazards and assessing the risks so effective control measures can be implemented. In most cases, a combination of risk control measures will provide the best solution to reduce risk to the lowest level reasonably practicable.



Hierarchy of controls

Level 1	<ul style="list-style-type: none"> Eliminate the hazards
Level 2	<ul style="list-style-type: none"> Substitute the hazard with something safer Isolate the hazard from people Reduce the risk through engineering controls
Level 3	<ul style="list-style-type: none"> Reduce exposure using administrative controls Use personal protective equipment

Legislative requirements

This client aggression and violence self-assessment tool has been designed to assist Persons Conducting a Business or Undertaking (PCBUs) with their primary duty of care under section 19 of the Work Health and Safety Act 2011. Section 19 requires PCBUs to ensure, so far as is reasonably practicable, the health and safety of workers and others from work being carried out. It also aims to assist PCBUs in meeting their duty to consult with workers and other duty holders (e.g. suppliers, contractors) about work health and safety matters.

Reference material and further resources

[Queensland Work Health and Safety Act 2011](#)

[Queensland Work Health and Safety Regulation 2011](#)

[How to Manage Workplace Health and Safety Risk Code of Practice 2021](#)

[WHSQ Guide Preventing and responding to work-related violence](#)

Workplace Health and Safety Queensland

WHSQ is interested in working with industry to develop good examples into case studies to be shared with the wider industry. With your help, other workplaces will be able to better manage the risk of workers suffering a physical and/or psychological injury in the workplace.

Please email WHSQ at industrystrategy@oir.qld.gov.au if you believe your workplace demonstrates good practices in client aggression and violence management. For more information, please visit www.worksafe.qld.gov.au.



Unless otherwise noted, this document is available under a Creative Commons Attribution 4.0 International Licence (<https://creativecommons.org/licenses/by-nd/4.0/>). You are free to copy and redistribute the work, so long as you attribute The State of Queensland. The material presented in this publication is distributed by the Queensland Government for information only and is subject to change without notice. The Queensland Government disclaims all responsibility and liability (including liability in negligence) for all expenses, losses, damages and costs incurred as a result of the information being inaccurate or incomplete in any way and for any reason.