Attachment 1
Threats and Aggression - Update

Board meeting - 1 September 2020

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Executive Summary

- We know the way our people are treated is not always 'nice'

- We are working on ways to minimise the threats and aggression they are exposed to

- We are ensuring our people have the tools needed to deal with threats and aggression

- We are working on improving the reporting process to ensure we capture the full extent of the issue

- We are working to ensure we provide an environment where our people are safe and feel safe

- All of these impact our people's experience and overall wellbeing

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The Problem

Problem statement

> There is a lack of understanding of the triggers causing threats and aggression
>
> &
>
> how to empower AT employees and partners to manage them.

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Background

Threat and aggression information has been captured in three separate AT commissioned reports

- Simpson Grierson Report June 2018

- Deloitte - Aggression and Threats April 2019

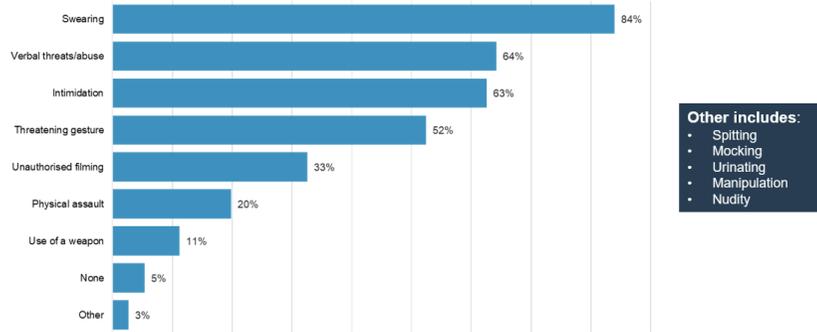- Threats and Aggression Explore Sprint carried out late 2019

Due to issues with our reporting system, we believe that the level of threats and aggression reported does not reflect what is actually happening and there is a project underway to address this.

There are many initiatives currently underway to try to:

- Minimise these events

- Help our staff deal with these interactions when they arise

- Provide an environment where our people feel safe and supported.

Survey Results 2019

Which of the below have you personally experienced from a customer?

Swearing — 84%
Verbal threats/abuse — 64%
Intimidation — 63%
Threatening gesture — 52%
Unauthorised filming — 33%
Physical assault — 20%
Use of a weapon — 11%
None — 5%
Other — 3%

Other includes:
- Spitting
- Mocking
- Urinating
- Manipulation
- Nudity

- Most of our customer-facing staff experience threats and aggression
- 30% had not had training to deal with this
- 27% had not had training in how to report incidents

Have you received any training to deal with threatening or aggressive behaviour from customers?

30% No
70% Yes

■ Yes
■ No
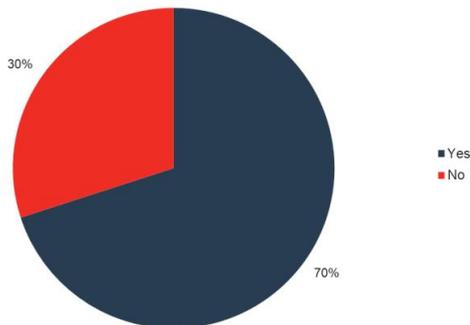
Threats and Aggression survey n=187

Have you had any training or guidance on how to report incidents?

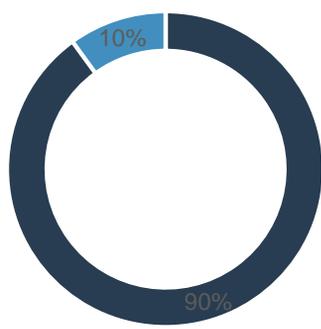27% No
73% Yes

■ Yes
■ No
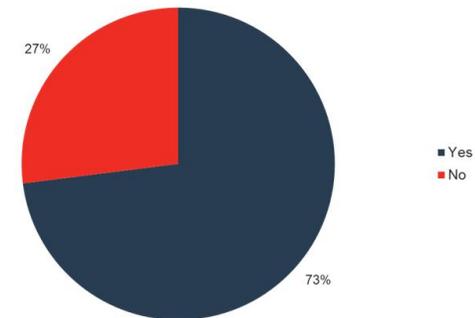
Threats and Aggression survey n=187

2018/19 vs 2019/20

April 2018 - May 2019

- 1070 incidents

Threats and Aggression 18-19
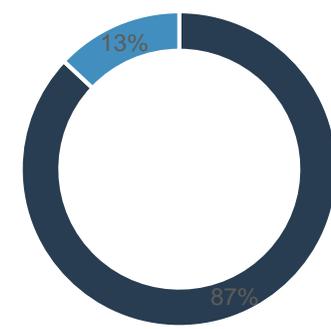

10%

90%

■ Aggression ■ Threats

April 2019 - May 2020

- 1129 incidents

Threats and Aggression 19-20

13%

87%

■ Aggression ■ Threats

- There is 5% increase in incidents which may be due to increased reporting.
  - Mobile App has been release for Parking Compliance Officers
  - "Health and Safety Reporting" online training is now required by all staff
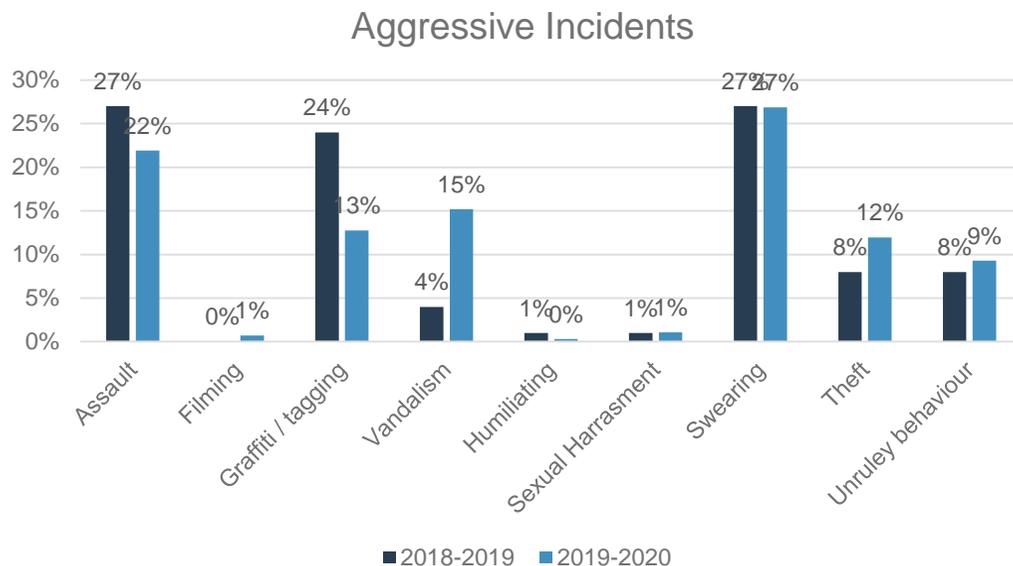- Increase in threats compared to aggression (from 10 - 13%)

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Overview of Threat categories
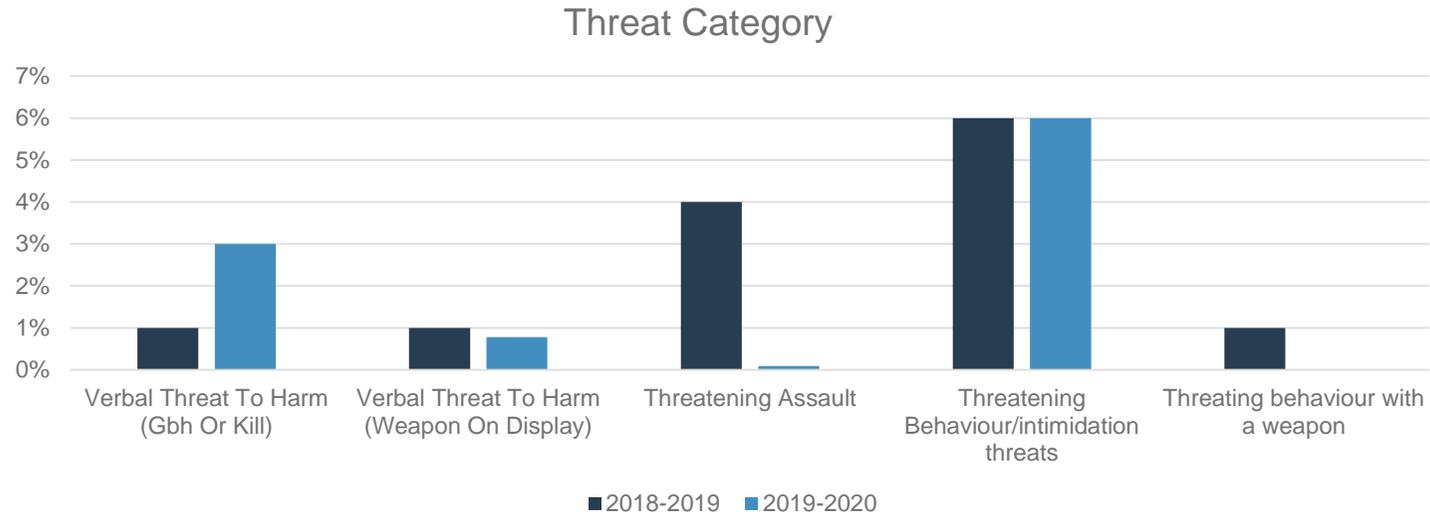
Threat Category

- Threats are categorised as verbal threats and threatening behaviour. Threats made up 12% of the total incidents in 2018-2019, and 10% of the total in 2019-2020.

- Threats are underrepresented in Synergi due to low reporting percentages, in addition there isn't a clear separation between threats and verbal abuse.

- There has been is an increase in "verbal threats to harm" and a decrease in 'threatening assault' from 18-19 to 19-20.

Aggressive incidents

Aggressive Incidents

Chart data:

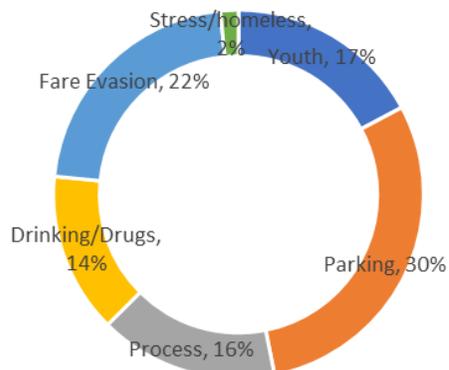| Incident	2018-2019	2019-2020
Assault	27%	22%
Filming	0%	1%
Graffiti / tagging	24%	13%
Vandalism	4%	15%
Humiliating	1%	0%
Sexual Harrasment	1%	1%
Swearing	27%	27%
Theft	8%	12%
Unruley behaviour	8%	9%

■ 2018-2019   ■ 2019-2020

- Aggression varies from verbal and physical abuse to more indirect events such as graffiti and vandalism

- Unruly behaviour includes being rude, not listening and drunken behaviour

- Theft includes theft of cash boxes and staff belongings as well as theft of non-staff belongings

- Humiliating actions are separated due to the extent of the event

There has been a decrease in graffiti and an increase in vandalism which likely highlights issues in the reporting system.
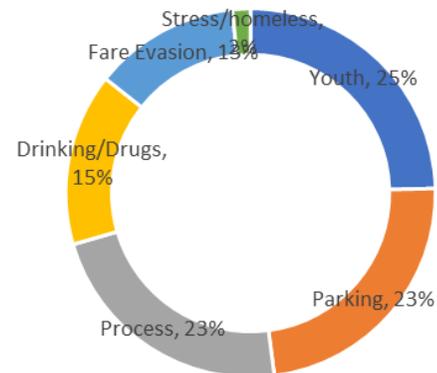
There appears to be an increase in reported theft, and potentially a decrease in assaults.

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Possible Triggers

Possible Triggers 2018-2019

Stress/homeless, 2%
Youth, 17%
Fare Evasion, 22%
Drinking/Drugs, 14%
Parking, 30%
Process, 16%

Possible Triggers 2019-2020

Stress/homeless, 1%
Fare Evasion, 13%
Youth, 25%
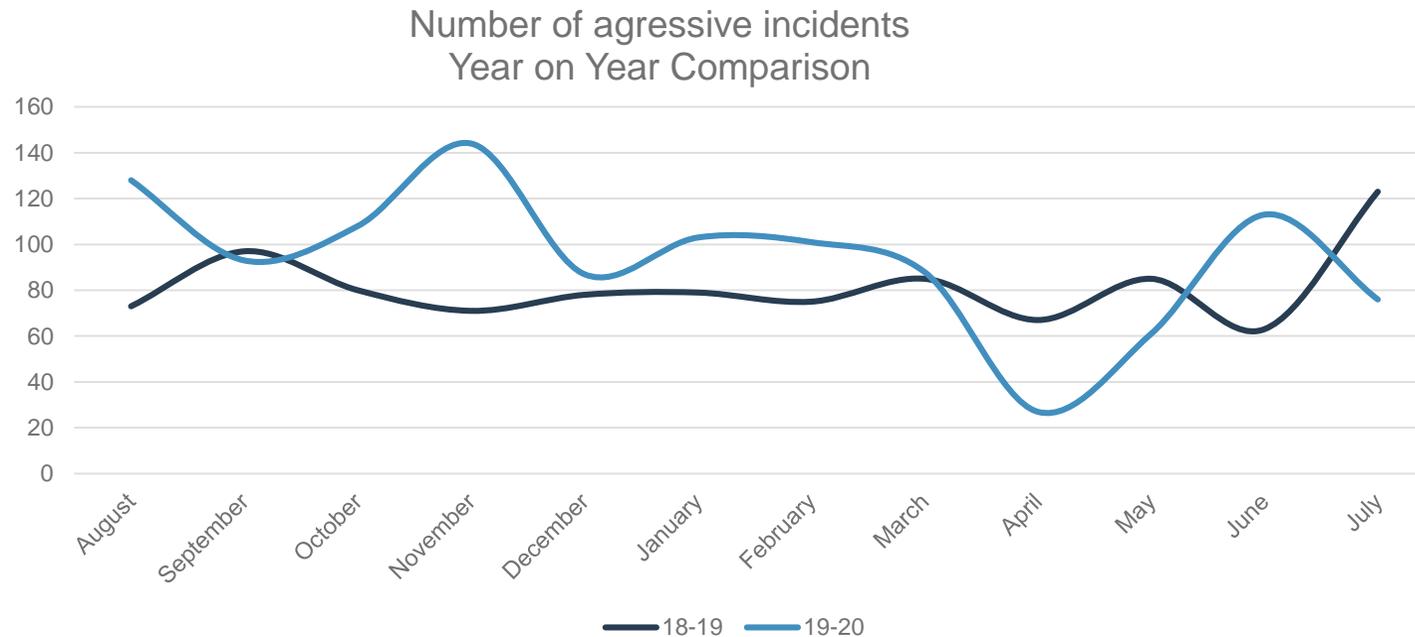Drinking/Drugs, 15%
Process, 23%
Parking, 23%

- Text analysis was used to identify key words linking to themes which are coming through as possible causes of incidents (boxes below).
- The analysis is not exact but gives an idea on possible triggers.
- Parking related and fare evasion triggers have decreased.
- Youth related threats and aggression may be increasing.

Youth	Parking	Process	Drinking/ Drugs	Fare Evasion	Stress
• Youth • Children • Young • School	• Car • Vehicle • Wof/Rego • Truck • Move vehicle • Expired	• Delay • Disruption • Card • Hop • Penalty	• Drunk • Drinking • Intoxicated • Drugs • Glue	• Fare evasion • Evading fares • Not paying • Free ride • Ticket	• Stress • Stressed • Venting

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COVID-19 impacts

Number of agressive incidents
Year on Year Comparison

Legend: ▬ 18-19 ▬ 19-20

- COVID-19 has impacted almost everything we do. Peoples livelihoods have changed, and it is possible this has created increased tension, and therefore increased threats and aggression.

- March, April and May 2020 saw a drop in aggressive incidents compared to the same months in the previous year, which is most likely due to drop in use of the network. The number of incidents increased again in June, however we don't know if this is due to COVID-19 or due to increased reporting.

July data may increase as some cases were not yet triaged at the time of this report.

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Mitigations of threats and aggression

Body Cameras

- $300k capex for parking team, not yet approved.

Cash Box theft

- As part of Reshape AT a suggestion to remove cash on buses which is a trigger for aggression.

De-escalation training

- 30% of survey respondents had not received training.

- A behavioural trial into the de-escalation training, with an internal trainer for customer facing employees.

- Members of the safety team have attended de-escalation training with ArmourGuard.

- Other de-escalation training is currently being reviewed.

Disruptions sprint

- 23% of threats and aggression were triggered by process, including disruption.

- A project is underway to minimise the impact to our customers during disruptions.

Managing customers not covered by Unreasonable Customer Complaints

- Policy is being reviewed by customer services.

Trust and confidence

- Work is happening on the Reputation Blueprint to improve trust and confidence in AT as a brand.

Lone worker

- Lone worker procedures are being improved to ensure our people are safe when working alone.

Incident reporting

Health and Safety Case Management Tool

- We know we don't have the full scale of the issue due to difficulty in reporting.

- Updating our Case Management tool will improve reporting and improve data and trend analysis.

Required Certifications in ThinkTank

- 27% of survey respondents had no training in reporting.

- This was made a required certification in October 2019 (compulsory training). 89% of staff at AT over 90 days have now completed the module.

Traumatic Incident Stand-Down

- AT is currently working to include a new leave type designed to support our people who have been involved in traumatic events, e.g. those interactions with customers typically described as threatening and/or aggressive. This is 5 days paid leave, separate from sick leave, and can be taken by our people following such an event. Further work needs to be done with how this will impact other reporting KPIs.

Board report

- To include threats and aggression incidents and progress on mitigations in each board report.

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Caring for our people

Through safe and supportive cultures and processes, and employee assistance.

Evidence widely shows that organisational culture impacts people's ability to cope with distressing events. AT has a strategic focus of improving overall culture, including organisational wellbeing, outside of the scope of Threats and Aggression.

Below details the initiatives specific to the Threats and Aggression project:

In Progress

- Improved visibility and awareness of EAP

Future Actions

- Initiate de-escalation champions in teams to help share success stories
- Integrating share backs to encourage successful de-escalation
- Videos and stories endorsing use of EAP

Ways we are measuring success

- OCI/OEI
- Thrive Index (benchmarking commencing September 2020)
- Qualitative empathy interviewing
- Post workshop surveys

Next steps

- To ensure progress and completion of the threats and aggression project.

- Continue to report on threats and aggression data each board report.

- Continue with mitigation actions.

- Continue with de-escalation training trial and embedding action.

- Continue with wellbeing initiatives related to threats and aggression.

More information

- [Threat and Aggression Explore Sprint - Data Summary](#)

- [Threats and Aggression Training Data Summary](#)