



Threats and Aggression

Explore Sprint – Data Insights

Incident reporting data from ‘Synergi’,
and a customer-facing employee survey

Introduction

The following slides provide a summary of the data insights collated as part of the Auckland Transport Explore sprint into threats and aggressions. The sprint's purpose was to understand and identify opportunities to mitigate threatening and aggression behaviour of customers toward customer-facing employees.

Through the sprint, the team:

- Undertook a wide-range of employee, SME and customer interviews
- Conducted a literature review of relevant transport journals and behavioural science literature
- Identified relevant international case studies
- **Conducted a survey with customer-facing employees**
- **Analysed data from the reporting platform 'Synergi'**

This document is focused on providing insights from the last two elements in order to support the sprint lead (Assurity) in their overall sprint insights and recommendations. The insights from both elements are to be used as supporting information to wider decisions during the sprint rather than report outputs to be provided.

Contents

- Data insight considerations
- Executive summary of data insights
- Analysis of Synergi data (incident reporting platform)
 - Overall view on incidents
 - Detailed view for train stations and street locations (bus and parking employees)
 - Overview of indirect ‘traumatic’ events
- Analysis of the customer-facing survey
- Appendix. (additional data created but not part of key insights)

Data considerations

- As the sprint team began developing a research plan, it became clear there would be limited robust data available to understand this challenge (specific to AT's environment)
- The data input for Synergi proved to be highly inconsistent. There is also a clear gap between the number of incidents reported and those that occur
- In regards to the customer-facing employee survey, although it was open to operators, it was answered predominantly by AT employees. Therefore, it is not a complete picture of all customer-facing roles
- The information shown is based on what was available and what could be obtained within the time constraints of the sprint. The insights shown include areas that could be looked at further during future sprints
- Due to the above majority of Synergi insights are shown at a nominal level of number of incidents that occurred. The probability of an event occurring (the number of incidents in proportion to the number of people it could have affected) is currently only included for train stations

Therefore data insights and the inferences drawn from these are limited. It is our recommendation that it can provide a useful view on general themes, however should be considered together with the other elements of the sprint and not relied on solely for decision making.

Section 1

Executive summary of data insights

Incident occurrence and reporting

Insight: Incidents are predominantly happening in broad daylight

- There was an assumption that threats and aggressions were happening at night by those who are intoxicated
- However **Synergi** shows that the highest number of incidents take place between 3pm – 6pm, and then at 11am – 2pm. This could be related to higher volumes of people
- For staff on the road (such as parking and bus drivers), the peak time of incidents is 11am – 2pm

Insight: Verbal aggressions and swearing happen frequently, but aren't always reported

- **Synergi** reports a total of 247 instances (23% of total reports) of verbal abuse / swearing for the full year across all employee groups
- Yet, our **survey** shows that 84% of our sample of 187 have experienced swearing and 65% verbal abuse
- The survey, also shows in general, that there's a large gap between what people say they've experienced and what they report – but this gap closes with increased severity of event

Insight: There were 101 physical assaults reported

- These included passenger v passenger, objects thrown, push/shove minor, physical assault

Insight: Reports of graffiti are concentrated at specific times and locations

- **Synergi** shows that the top incident at train stations is graffiti, of which 33% is reported at 3pm – 6pm
- The stations which report the most graffiti are Henderson, Papakura, Britomart

Insight: We can identify train stations where incidents are reported more frequently

- **Synergi** identified the highest number of reports at: Britomart, Newmarket, Papakura, Henderson, New Lynn
- The top train stations based on number of incidents per patronage at a station: Papakura, Henderson, New Lynn, Avondale, Penrose (not all incidents are related to trips through the station, e.g. graffiti and vandalism, therefore, relying on patronage could skew view)

The ‘trigger’ of incidents

Insight: Parking infringements and fare evasions are key triggers

- A text analysis done on Synergi data showed the highest number of triggers are parking infringements and fare evasion
- The survey found similar themes, with participants also outlining that threats or aggression can occur when customers are defensive due to not having the correct ticket/any ticket, also when receiving an infringement/fine

Insight: The information provided by employees, or frustrations with AT more broadly are also key triggers

- The survey also reported key triggers being customers being frustrated with AT or unhappy with the decision/instruction provided on the ground

What employees say about training

Insight: Overall people find the training provided reasonably useful

- Survey responses show 45% report training as ‘very useful’, and only 2% say it’s ‘not useful at all’

Insight: More than two-thirds of people reported attending training

- 70% of survey respondents say they’ve received training on threats and aggressions, 30% have not
- 37% per cent of people have never had a training refresher, including 50% of those who have been in their role more than 15 years

Insight: Ensure training focused includes ‘real life’ and ‘extreme’ examples

- Survey respondents reported room for improvement as: “It does not prepare you for extreme cases” and “It is only theory and in reality each situation is different”

Employees report being fairly confident in their ability to deal with threats or aggressions

- Only 1% said they didn’t feel confident at all, 11% ‘somewhat confident’, and the majority of people feel ‘very confident’. There’s still room for improvement, as 11% of people say they feel ‘extremely confident’

Employee reporting behaviour

Insight: The majority of people say they've received training in how to report, yet the Synergi output tells us it's not working

- 73% of survey respondents say they've had training on how to report incidents
- Yet, the lack of quality Synergi data implies that this training alone is not achieving results

Insight: Not everyone who reports an incident, is receiving an update on that report

- The survey results found 25% of people weren't provided any update after reporting an incident
- 48% of survey respondents say they've been provided an update from their manager and 35% were provided an update through a tool or system

Impact on employee wellness

It is difficult to fully understand the physiological impact that threats and aggression has on staff members. For example the impact of ongoing verbal abuse, witnessing a suicide or feeling constantly unsafe\threatened. Below are some insights obtained around the area

Insight: There's a number of indirect, but still traumatic events, happening on public transport that could impact people's wellness

- Apart from threats and aggressions experienced by staff, there are also a number of other traumatic incidents that staff are exposed to on a daily basis. This includes suicides, attempted suicide, possible bomb threats, near misses, etc.
- 331 incidents of this type were reported in Synergi

Insight: 29% of people aren't aware EAP services are available to them

- The survey showed that 29% of people say EAP services aren't available, or are unsure if they are

13% of people have had leave due to physical or phycological impacts

- The survey shows that 5% of people have taken leave due to physical injury, and 8% due to stress or psychological factors (we can't say that this is connected directly to threats and aggressions)

Analysis of Synergi data – the incident reporting platform

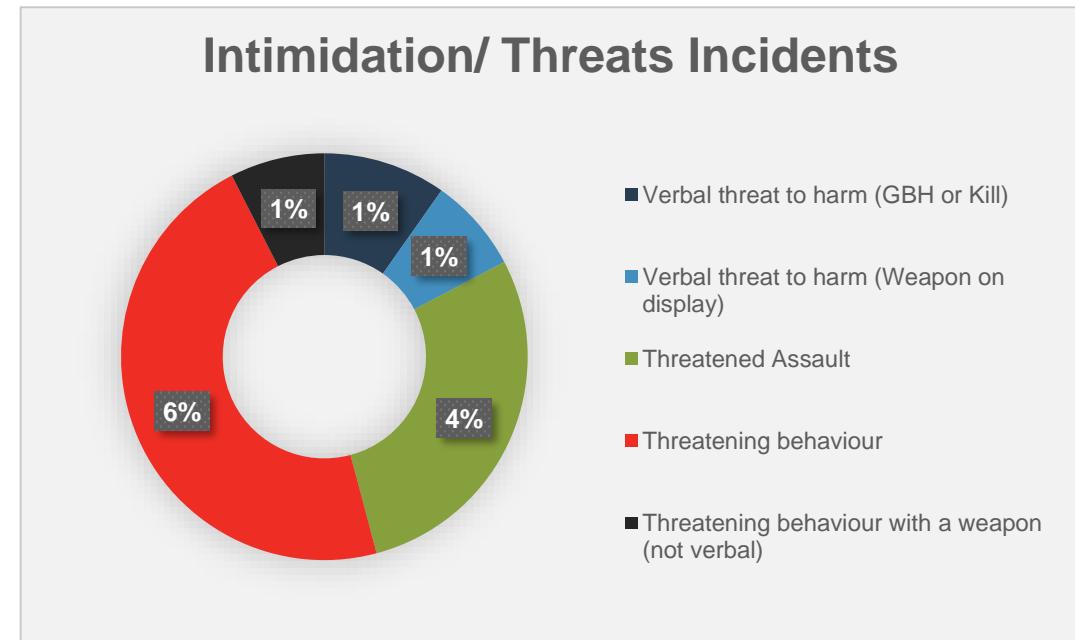
Overall summary of reported incidents

Synergi analysis methodology

- Synergi information from August 2018 to July 2019 is considered
- Cases categorised within Synergi as ‘Anti Social Behaviour’ and ‘Violence’ and ‘Abuse’ and ‘Abuse and Trauma’ are included
- Many cases were identified to be incorrectly categorised, therefore recategorisation was performed using text mining
- In the case that an event contained multiple incidents, the most severe action was used to categorise the incident e.g. a case which includes verbal abuse as well as shoving as well as punching is classified as ‘Assault’
- Reasons or causes were also identified using text mining

Overview of Threat categories

- Threats are categorised as verbal threats and threatening behaviour. With an indication when a weapon is present
- All threats make up only 12% of the total 1070 incidents
- Threats are underrepresented in Synergi due to low reporting percentages, there also isn't a clear separation between threats and verbal abuse



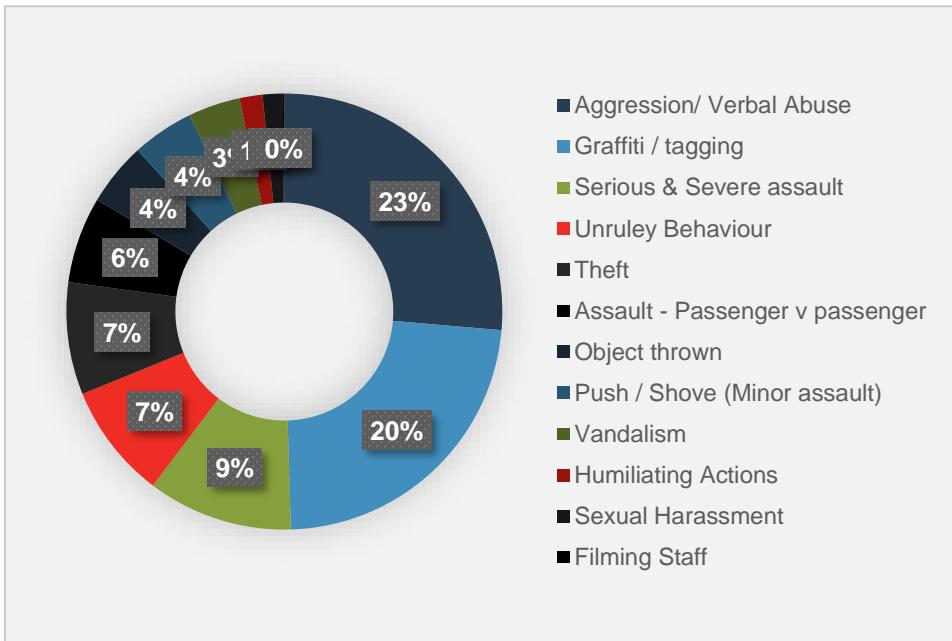
General Category	Specific Category	Directed at Staff	No Incidents	% of Total
Verbal Threat	Verbal threat to harm (GBH or Kill)	Direct	13	1%
Verbal Threat	Verbal threat to harm (Weapon on display)	Direct	10	1%
Verbal Threat	Threatened assault	Direct	38	4%
Intimidation	Threatening behaviour	Direct	62	6%
Intimidation	Threatening behaviour with a weapon (not verbal)	Direct	10	1%

Total Threats	133	12%
Total Threats & Aggressions	1070	100%

Aggressive incidents

General	Specific	Direct/Indirect	Examples	No Incidents	% of Total
Swearing	Aggression/ Verbal Abuse	Direct	Swearing, raised voice	247	23%
Graffiti / tagging	Graffiti / tagging	Indirect	Graffiti	217	20%
Assault	Serious & Severe assault	Direct	Any physical assault	101	9%
Unruley Behaviour	Unruley Behaviour	Direct	Drunk, rude	80	7%
Theft	Theft	Indirect/direct	Theft of cash box, staff & passenger belongings	78	7%
Assault	Assault - Passenger v passenger	Indirect	Indirect, passengers fighting with each other	60	6%
Assault	Object thrown	Direct	Objects thrown at transport or people	44	4%
Assault	Push / Shove (Minor assault)	Direct	Push, grab, poked, prodded	43	4%
Vandalism	Vandalism	Direct	Damaging property	36	3%
Humiliating	Humiliating Actions	Direct	Spitting, urinating, defecating	16	1%
Sexual Harassment	Sexual Harassment	Direct	Sexual harassment	14	1%
Filming	Filming Staff	Direct	Filming of staff	1	0%

Total Aggressions	937	88%
Total Threats & Aggressions	1070	100%

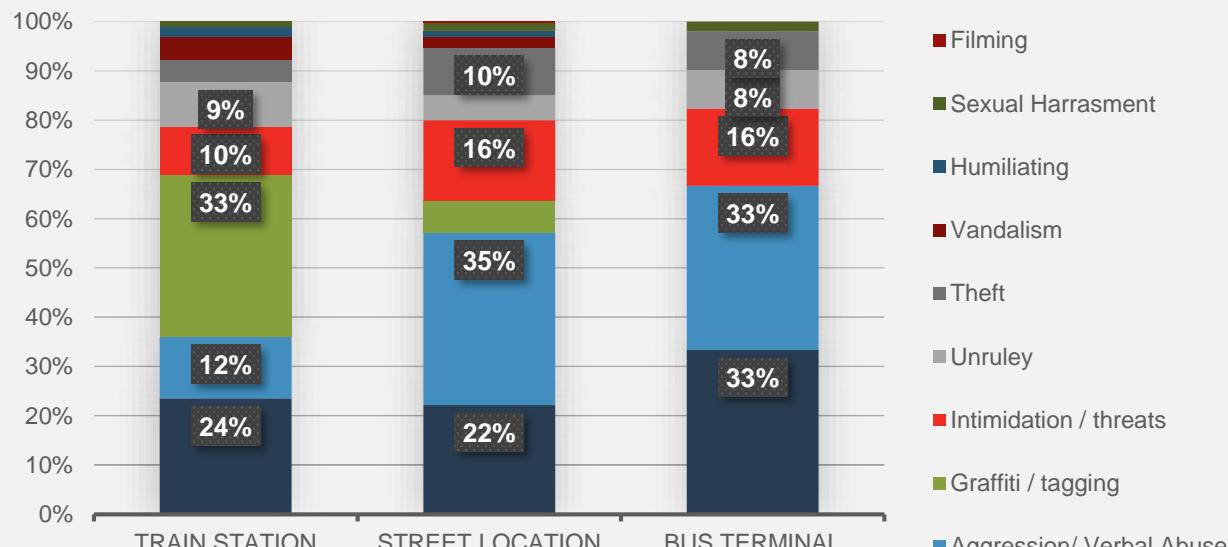


- Aggression varies from verbal and physical abuse to more indirect events such as graffiti and vandalism
- Unruley behaviour includes being rude, not listening and drunken behaviour
- Theft includes theft of cash boxes and staff belongings as well as theft of non staff belongings
- Humiliating actions are separated due to the extent of the event

Incidents per location

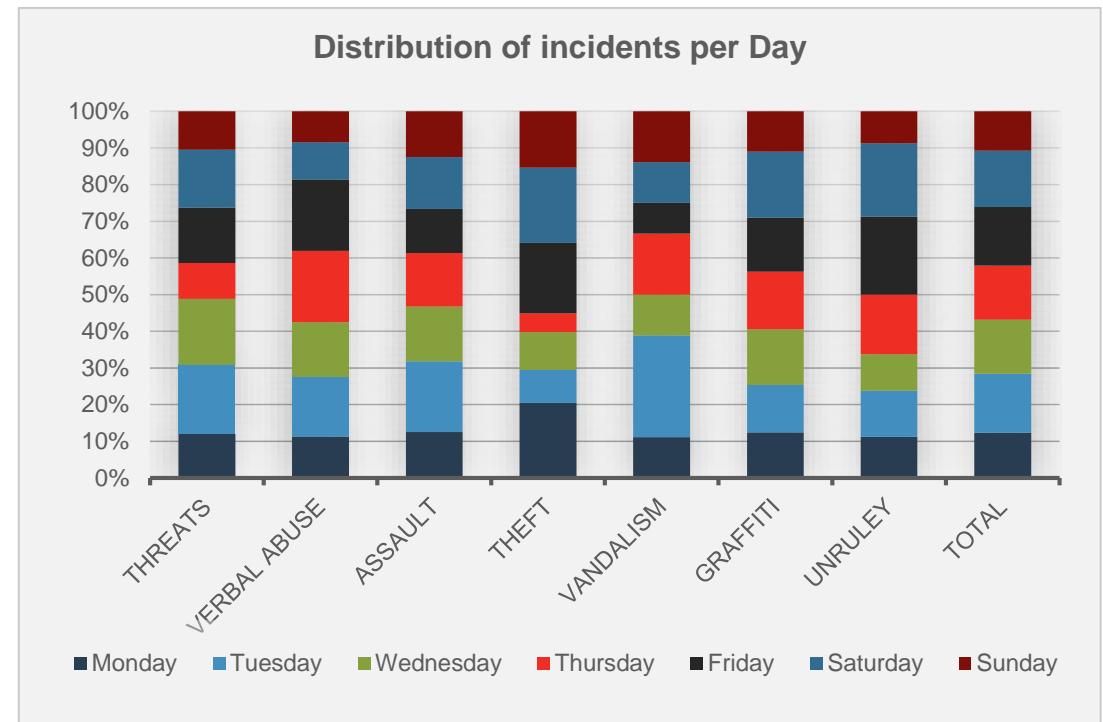
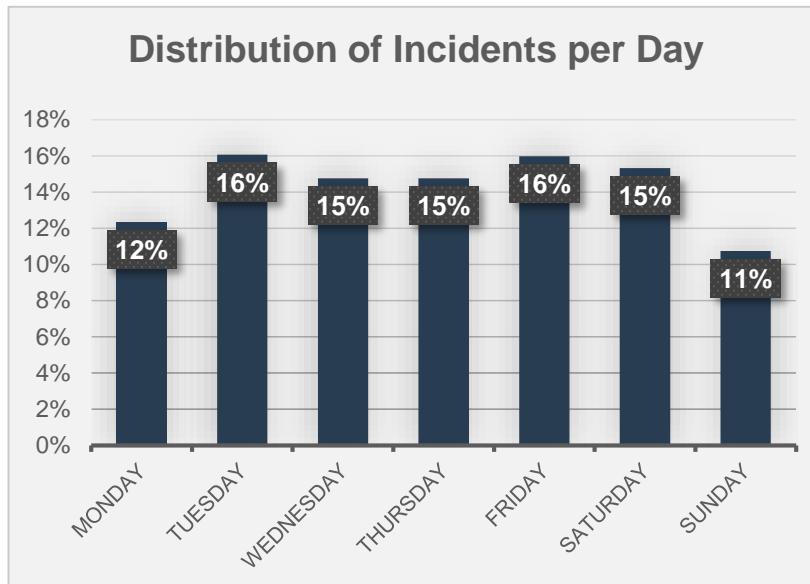
Incident Type	Train Station	Street Location	Bus Terminal	Ferry Terminal	Park n Ride
Assault	132	95	17	3	1
Aggression/ verbal abuse	70	150	17	6	4
Graffiti / tagging	185	28		1	3
Intimidation / threats	54	70	8	1	
Unruley	51	22	4	3	
Theft	26	41	4	4	3
Vandalism	26	10			
Humiliating	11	5			
Sexual harrasment	6	7	1		
Grand Total	561	429	51	18	11

Incidents per Location



- Different types of incidents and volumes per location
- Synergi shows the location of where an incident has taken place. Therefore parking and bus related incidents are included under Street Location
- Splitting these out into transport modes should be investigated in future sprints
- Nearly 30% of incidents are verbal abuse across all modes except train terminals
- Train stations experience higher levels of graffiti and vandalism
- High level of verbal and physical abuse at street locations and bus terminals
- Ferry terminals and park and ride reported a low number of events and therefore can be skewed

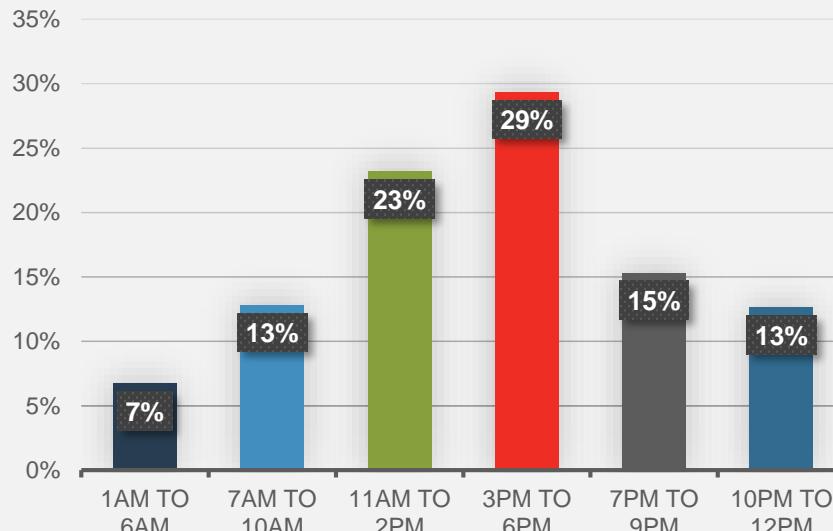
Incidents per day of the week



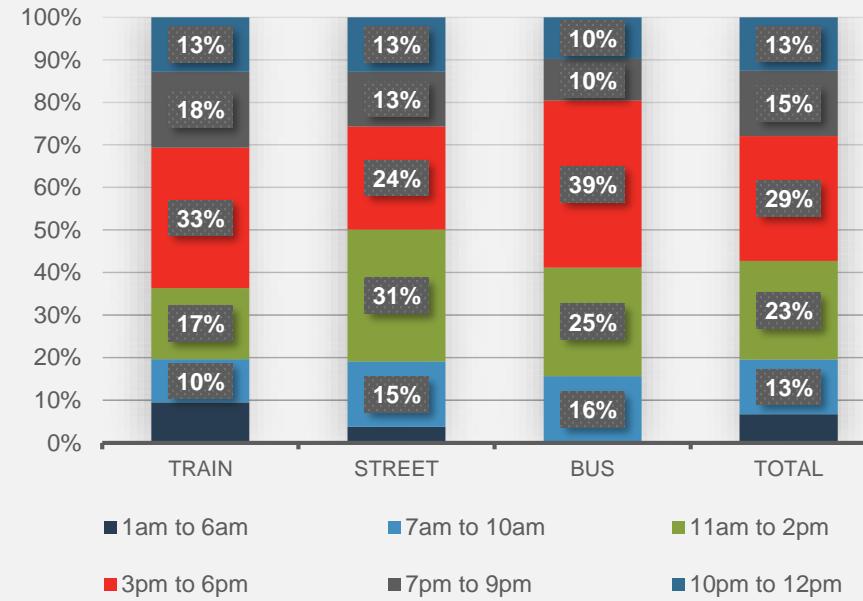
- Slightly lower % of incidents on Monday and Sunday
- Theft has higher number of incidents on Monday, Friday and Saturday
- Other incidents such as vandalism and graffiti also show different distributions
- Difficult to interpret the difference in distributions due to specific reasons

Incidents per time of day

Distribution of Incidents per Hour

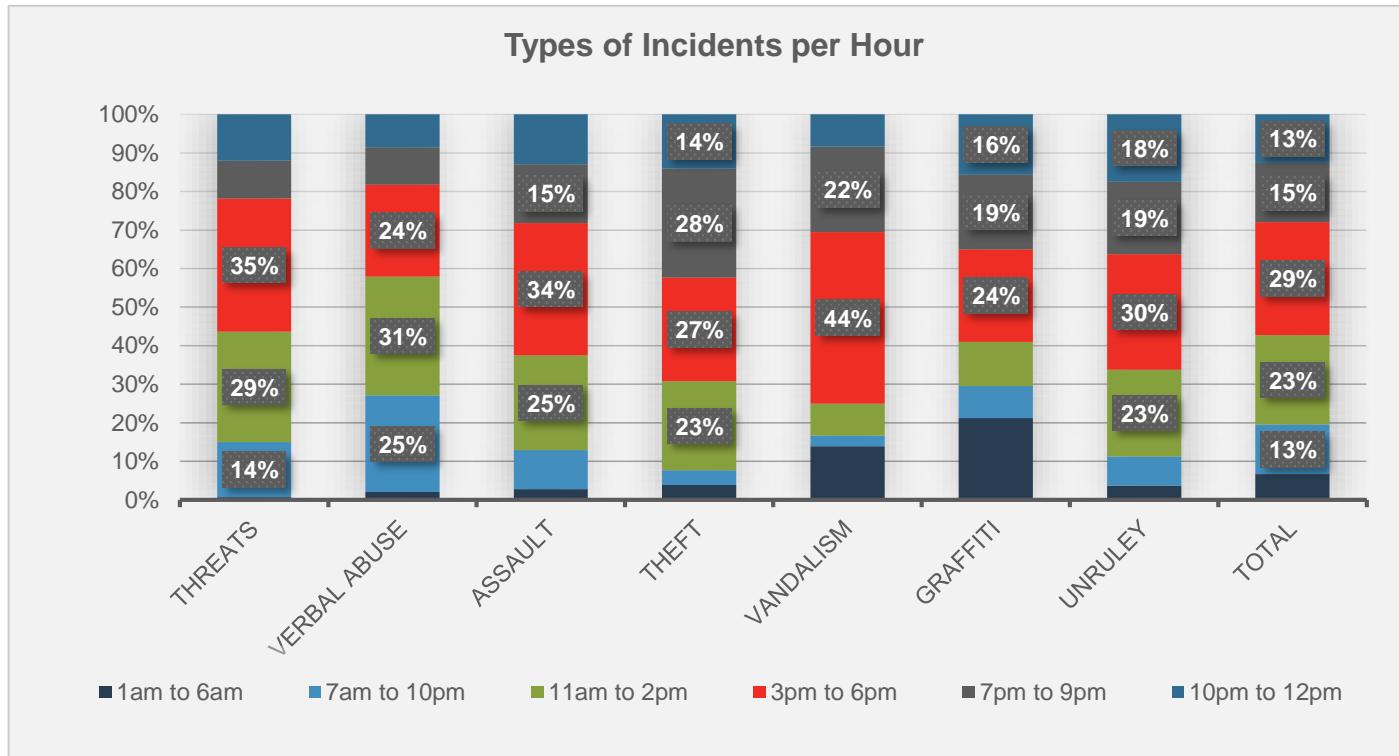


Distribution of Incidents per Hour
By transport type



- Highest % of incidents take place during the peak afternoon rush and just before this time period
- Incidents per hour differs by transport area
- Trains experience higher percentage of incidents during the peak afternoon rush. The stations also have more incidents during the late night and early morning
- Street incidents occur more frequently from 11am to 2pm and bus terminal incidents occur most during the afternoon and peak hour
- The patronage per time interval at each location should be investigated in further sprints

Incidents per time of day

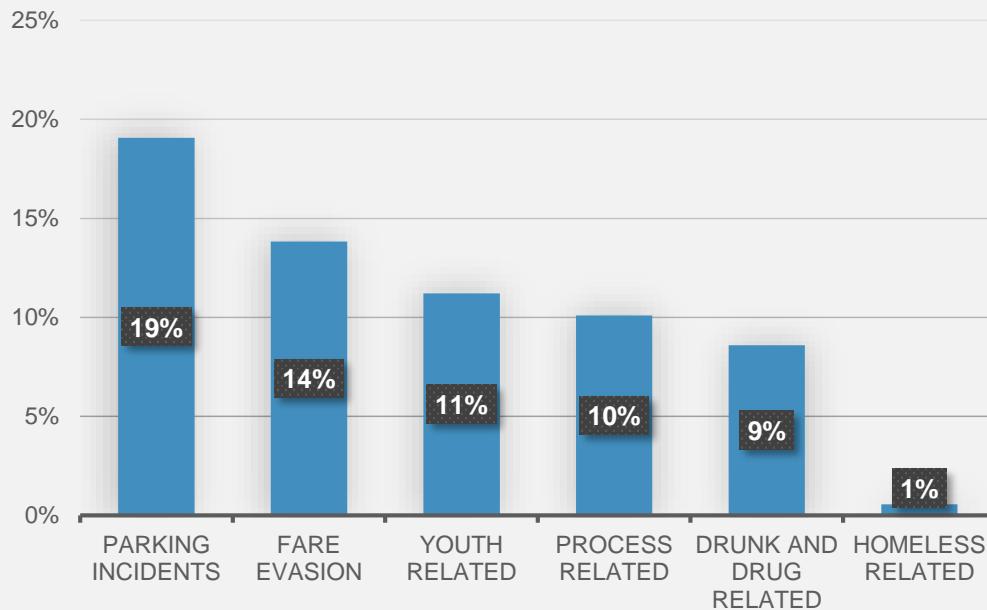


- Verbal abuse has a higher incidence percentage during morning peak times compared to other events
- Theft, vandalism and graffiti takes place more at later times in the day
- Graffiti during the 3pm to 6pm period could be attributed to school children
- Correlation between what incidents are happening and higher risk times

Possible triggers

- 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
- A number of the street related incidents were linked to the checking of parking and vehicles. These incidents tended to be verbally abusive and quickly escalated to threats of physical abuse and sometimes physical abuse
- Many bus and train incidents were related to fare evasion and non payment
- Incidences of unruly behaviour was often related to youths being involved

Possible Causes, related issues



Parking

- Car
- Vehicle
- Wof
- Rego
- Truck
- Move vehicle
- Expired

Fare Evasion

- Fare evasion
- Evading fares
- Not paying
- Free ride
- Ticket

Youth

- Youth
- Children
- Young
- School

Process

- Delay
- Disruption
- Card
- Hop
- Penalty

Drinking/ Drugs

- Drunk
- Drinking
- Intoxicated
- Drugs
- Glue

Stress

- Stress
- Stressed
- Venting

Analysis of Synergi data – the incident reporting platform

Detailed view for train stations and street locations

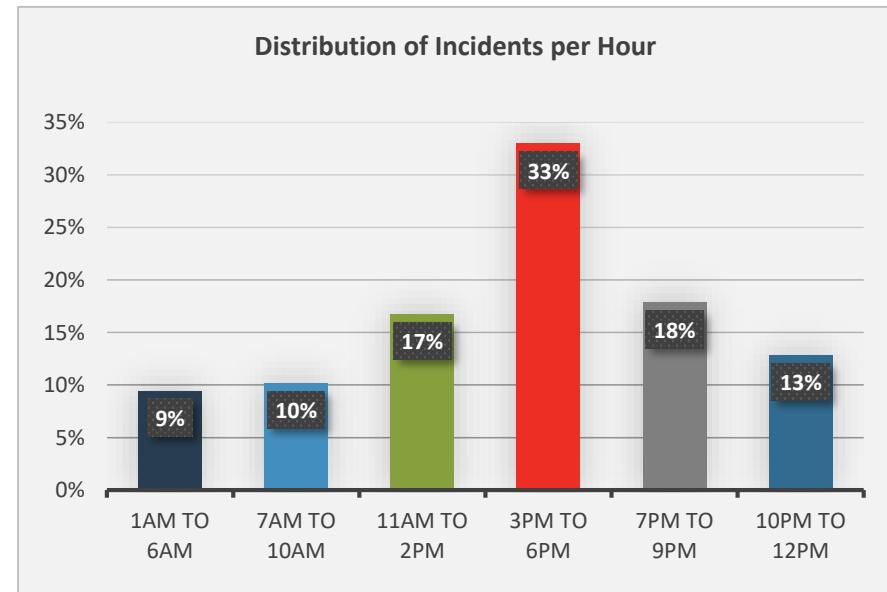
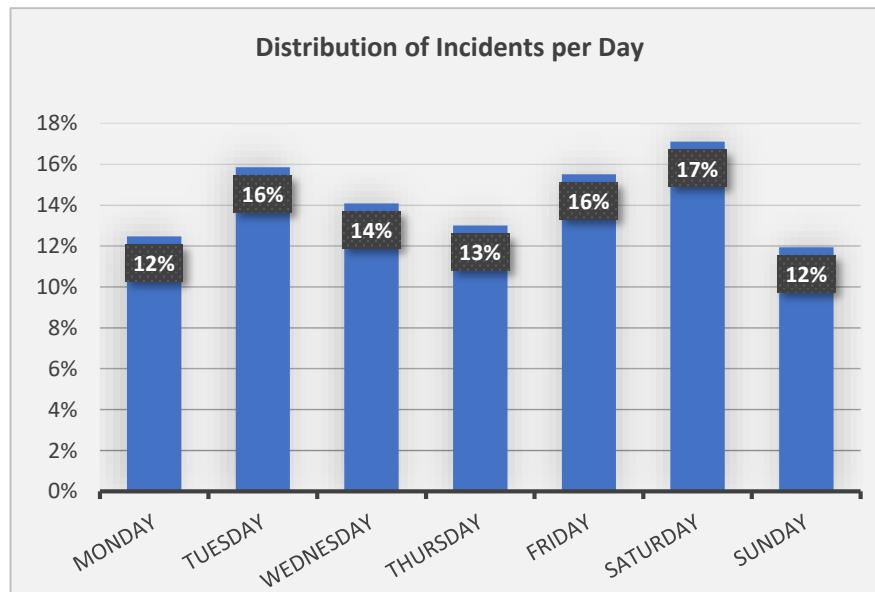
Train Station Detail

Top incidents regarding train stations

Row Labels	No of Cases	% of Train Cases
Graffiti / tagging	185	33%
Graffiti / tagging	185	33%
Assault	132	24%
Assault - Passenger v passenger	45	8%
Object thrown	19	3%
Push / Shove (Minor assault)	19	3%
Physical assault	49	9%
Aggression/ Verbal Abuse	70	12%
Aggression/ Verbal Abuse	70	12%

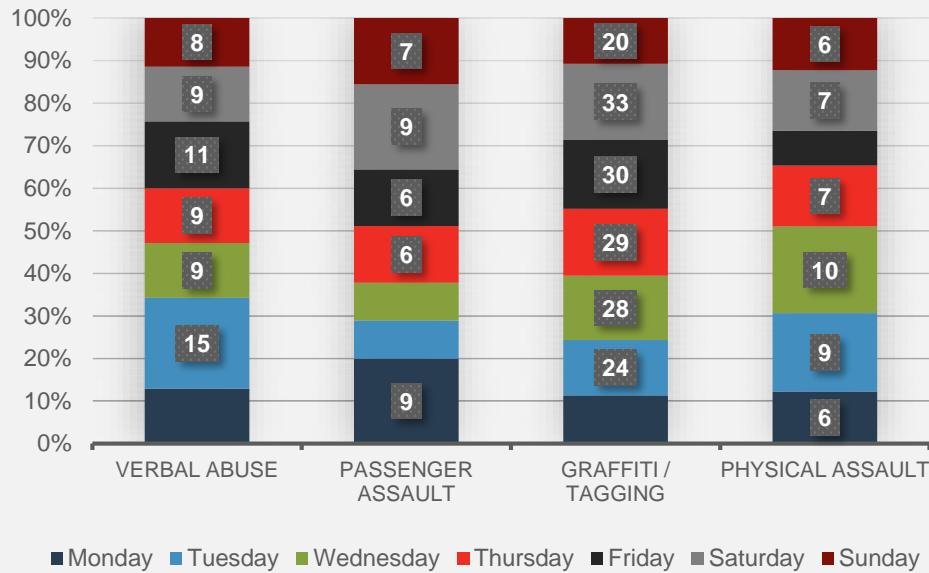
- There is a high number of graffiti and verbal abuse cases at train stations.
- Physical assault and passenger vs passenger assault made up 8 to 9% of cases
- There is a slight increase of incidents on a Tuesday, Friday and Saturday
- The afternoon rush period experiences the highest percentage of incidents

Day of Week and Time of Day regarding train station incidents

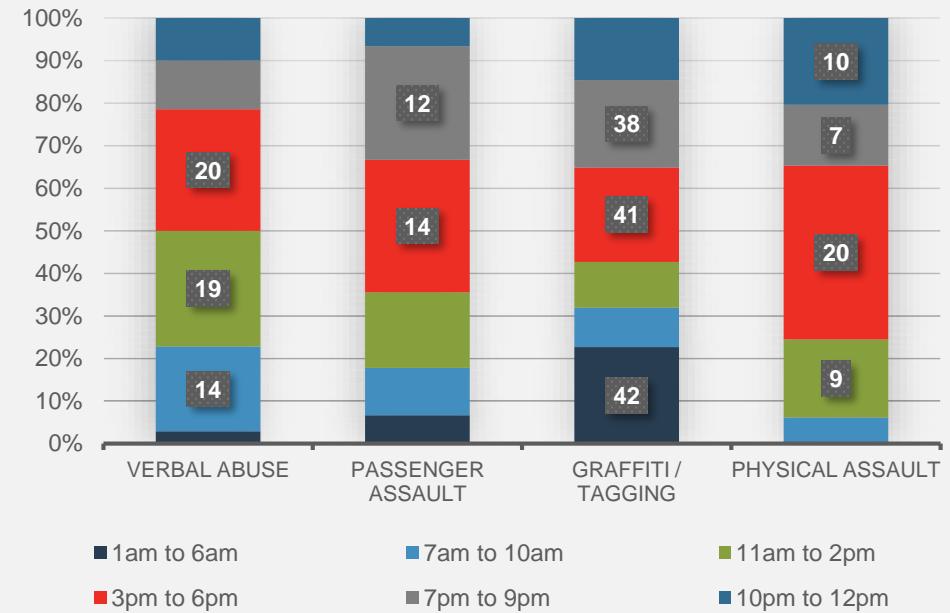


Train Station Detail

Distribution of Incidents per Day



Distribution of Incidents per Hour



- Day trends related to incidents are difficult to link to behaviour trends
- Verbal abuse also has high percentages of incidents in the morning rush and 11am to 2pm period
- Both passenger assault incidents and graffiti incidents have significant events during the evening period. With graffiti also taking place in the early hours of 1am to 6am
- Physical assault is mainly occurring during peak periods

Top train stations

Top 5 stations based on number of incidents

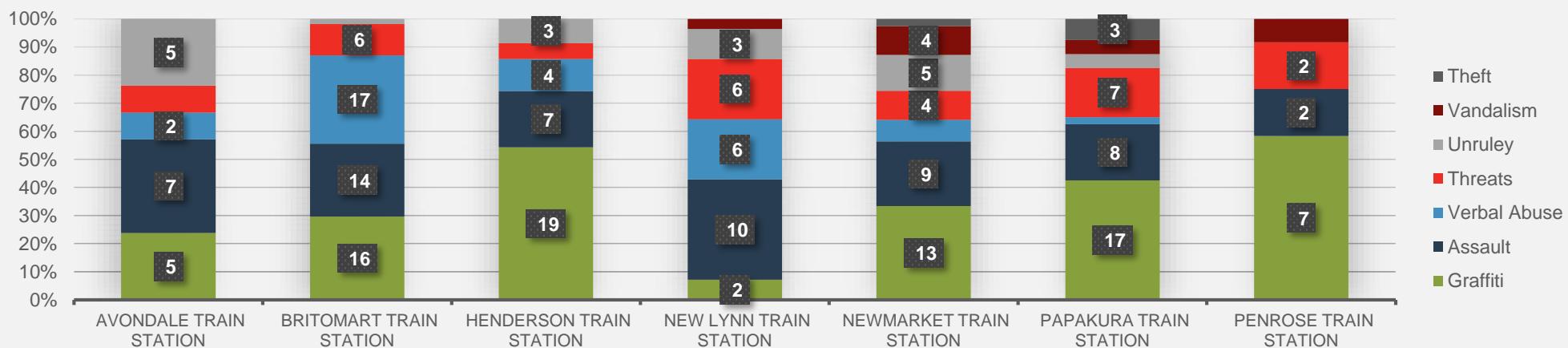
	No Incidents	Trips through Station	Number of Incidents per 100 000 trips
Britomart Train Station	62	5,004,055.00	1.24
Newmarket Train Station	42	1,315,077.00	3.19
Papakura Train Station	41	583,742.00	7.02
Henderson Train Station	36	420,323.00	8.56
New Lynn Train Station	28	717,193.00	3.90

Top 5 stations based on incidents per trips

	No Incidents	Trips through Station	Number of Incidents per 100 000 trips
Henderson Train Station	36	420,323	8.56
Papakura Train Station	41	583,742	7.02
Avondale Train Station	21	322,848	6.50
Penrose Train Station	12	267,827	4.48
New Lynn Train Station	28	717,193	3.90

- The top 5 stations based on the number of incidents differs slightly from the top 5 stations based on the number of incidents per 100 000 trips
- It should be noted that not all incidents are related to trips through the station, e.g. graffiti and vandalism. Therefore the proportion to patronage can be a skewed view
- The Henderson, Papakura and New Lynn stations are within the top 5 stations using both measures
- Incidents experienced at different stations also differ
- Specific details of train terminals such as whether they are gated or, the number of staff, etc. should be investigated in further sprints

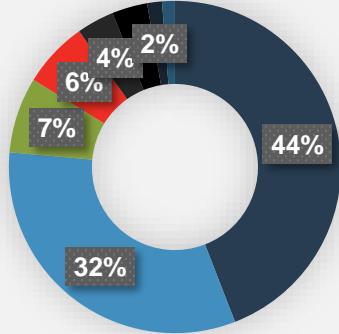
Distribution of Incidents per Station



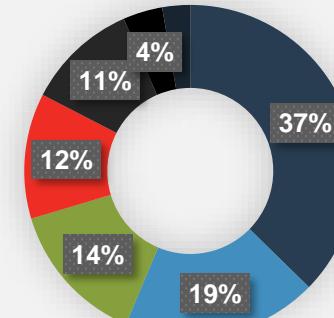
Top reporters train stations

Top reporters across all transport modes

Incidents by Provider

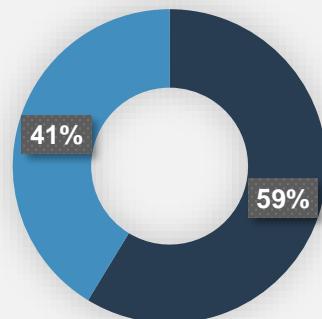


Incidents by AT Department



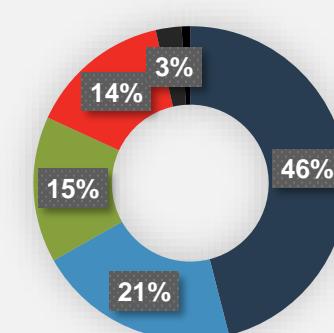
Top reporters across train terminal incidents

Incidents by Provider



■ Transdev ■ Auckland Transport

Incidents by AT Department



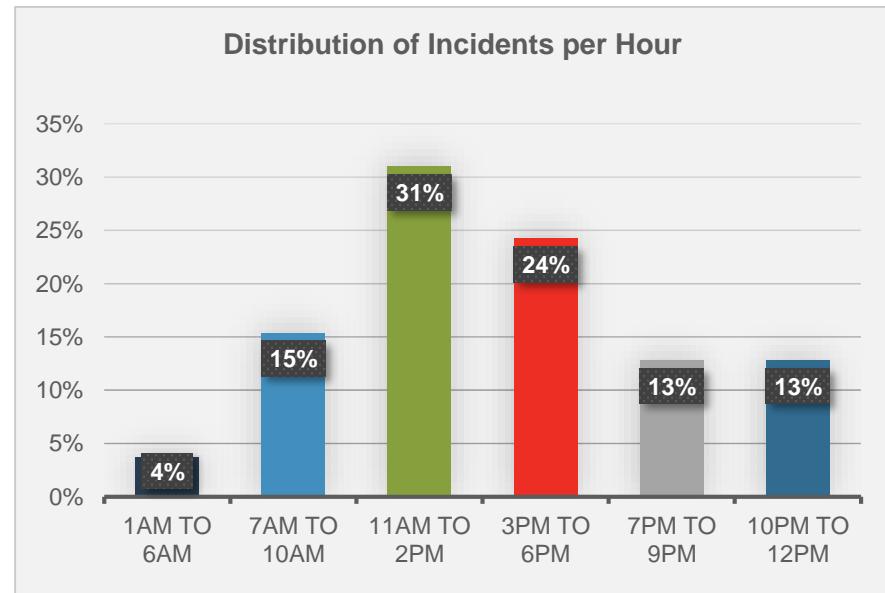
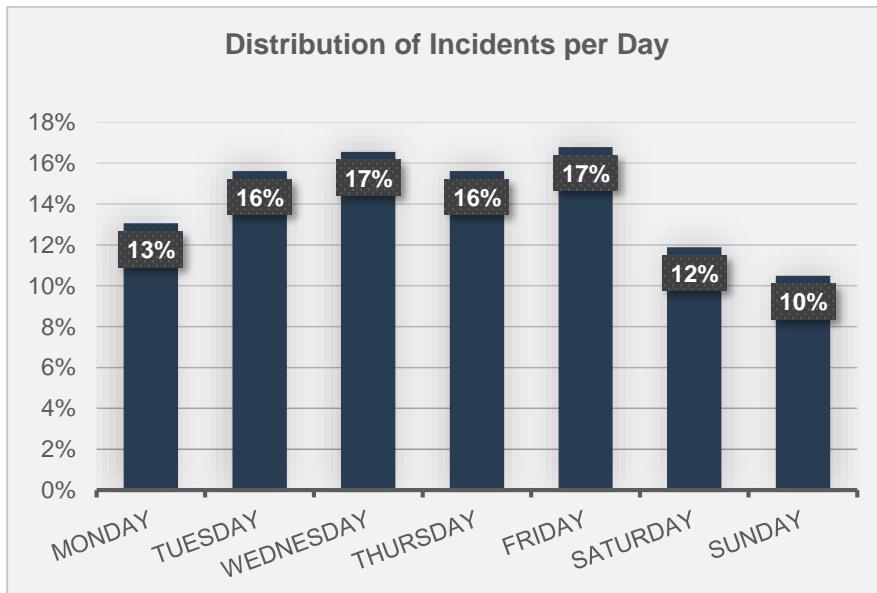
Street Detail

Top Incidents regarding street locations

	No of Cases	% of Street Cases
Aggression/ Verbal Abuse	150	35%
Aggression/ Verbal Abuse	150	35%
Assault	95	22%
Assault - Passenger v passenger	7	2%
Object thrown	22	5%
Push / Shove (Minor assault)	19	4%
Physical assault	47	11%
Intimidation / threats	70	16%
Theft	41	10%

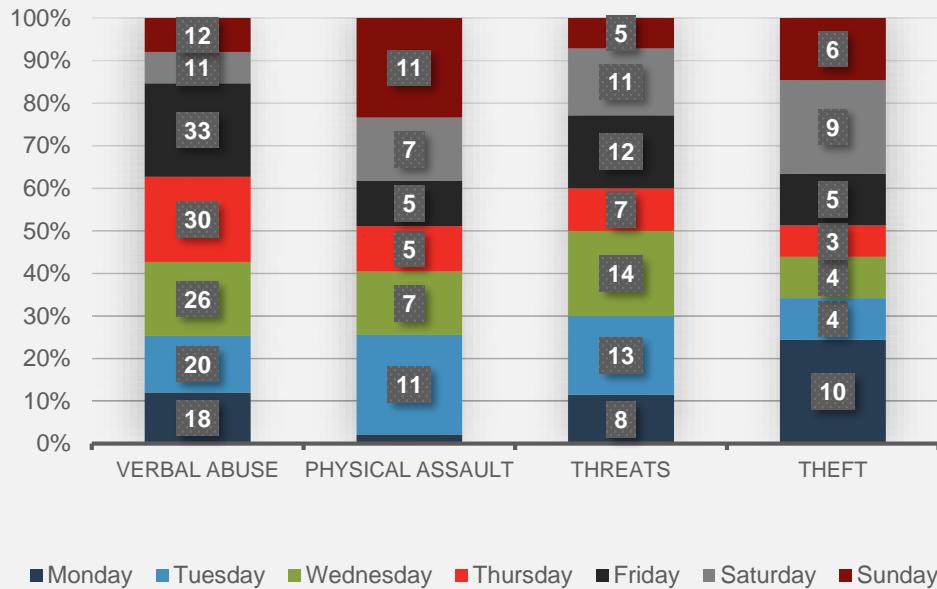
- Street locations include parking incidents as well as bus related incidents. These can't be split based on the reported department
- Mostly verbal abuse cases are reported
- Also significant cases of physical assault, threats and theft
- Fewer incidents on the weekend and Mondays
- 11am to 2pm period experiences most incidents

Day of Week and Time of Day regarding street location incidents

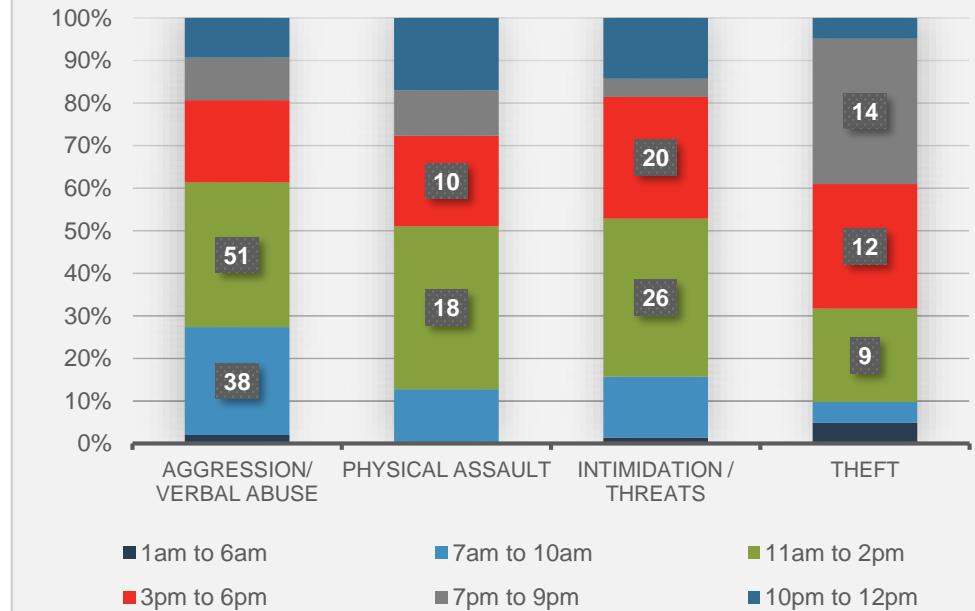


Street Detail

Distribution of Incidents per Day



Distribution of Incidents per Hour

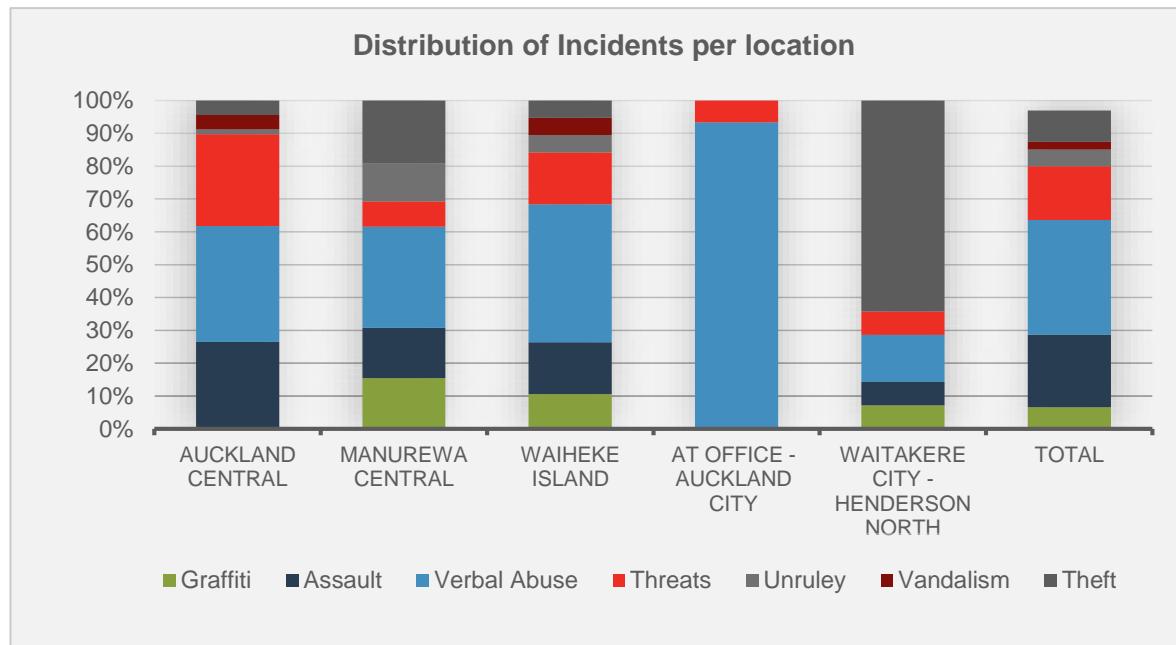


- Day trends related to incidents are difficult to link to behaviour trends
- Physical assault and intimidation and threats take place before and during the afternoon peak rush
- Verbal abuse is similar however also prevalent in the peak morning rush period
- Theft has a higher percentage of incidents during the evening period

Top street locations

Top locations based on number of incidents

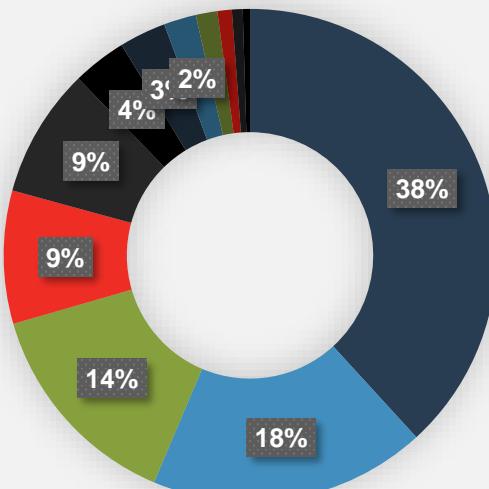
Location	No Incidents
Akl Region - Auckland City - Auckland Central	69
Akl Region - Manukau City - Manurewa Central	26
Akl Region - Auckland City - Waiheke Island	19
AT Office - Auckland City - 20, Viaduct Harbour Avenue - Level 4	15
Akl Region - Waitakere City - Henderson North	14



- Top 5 street addresses with incidents
- AT head office skews view as these are probably office related incidents
- Auckland Central is quite broad and it is difficult to know what is included in this location
- Type of incidents that take place across locations vary

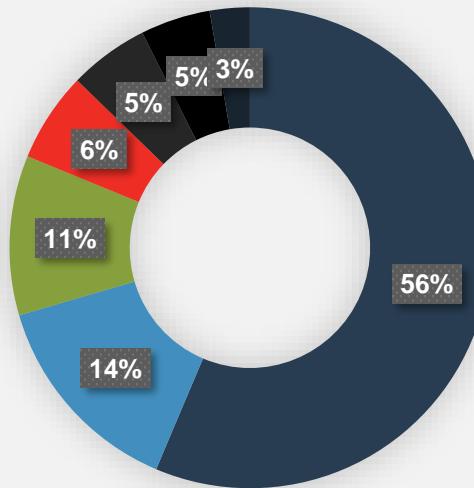
Top reporters for street locations

Incidents by Provider



- Auckland Transport
- RITCHIES MURPHY TRANSPORT SOLUTIONS -
- Go Bus Transport Ltd
- Pavlovich Coachlines Limited
- NZ Bus
- Birkenhead Transport
- Howick & Eastern
- Transdev
- DIDP JV
- Downer New Zealand Limited - 100249

Incidents by AT Department



- AT Parking Transport Compliance
- AT Integrated Networks Metro Service Delivery
- AT Customer Experience Customer Contact Operations
- AT Service Delivery
- AT Customer Experience Customer Service Centre
- AT Parking Parking Compliance
- AT Other

- Most incidents reported are by AT however RITCHIES, Go Bus and Pavlovich Coaches have also reported a significant number of incidents
- Construction companies report fewer incidents
- Most of incidents reported are reported by the parking compliance area

Analysis of Synergi data – the incident reporting platform

Broader non-direct traumatic events

Traumatic Incidents

- Apart from threats and aggressions experienced by staff, there are also a number of other traumatic incidents that staff are exposed to on a daily basis
- This includes suicides, attempted suicide, possible bomb threats, near misses, etc.
- 331 traumatic incidents were experienced over the same year
- These are highlighted to show the possible state of mind of staff
- Details around how these events are handled and their possible impact should be investigated in further sprints

General	Specific	Direct/ Indirect	Examples
Near Miss	Near Miss	Indirect	Nearly bumping someone on the tracks
Police Related Event	Police Related Event	Indirect	Police blocks, arrests, bomb scares, people with guns
Fatalities, Attempted Suicides	Fatalities, Attempted Suicides	Indirect	Suicides, attempted suicides, fatalities, comotose
Dangerous situations	Dangerous situations	Indirect	Running, jumping on tracks, pulling emergency door

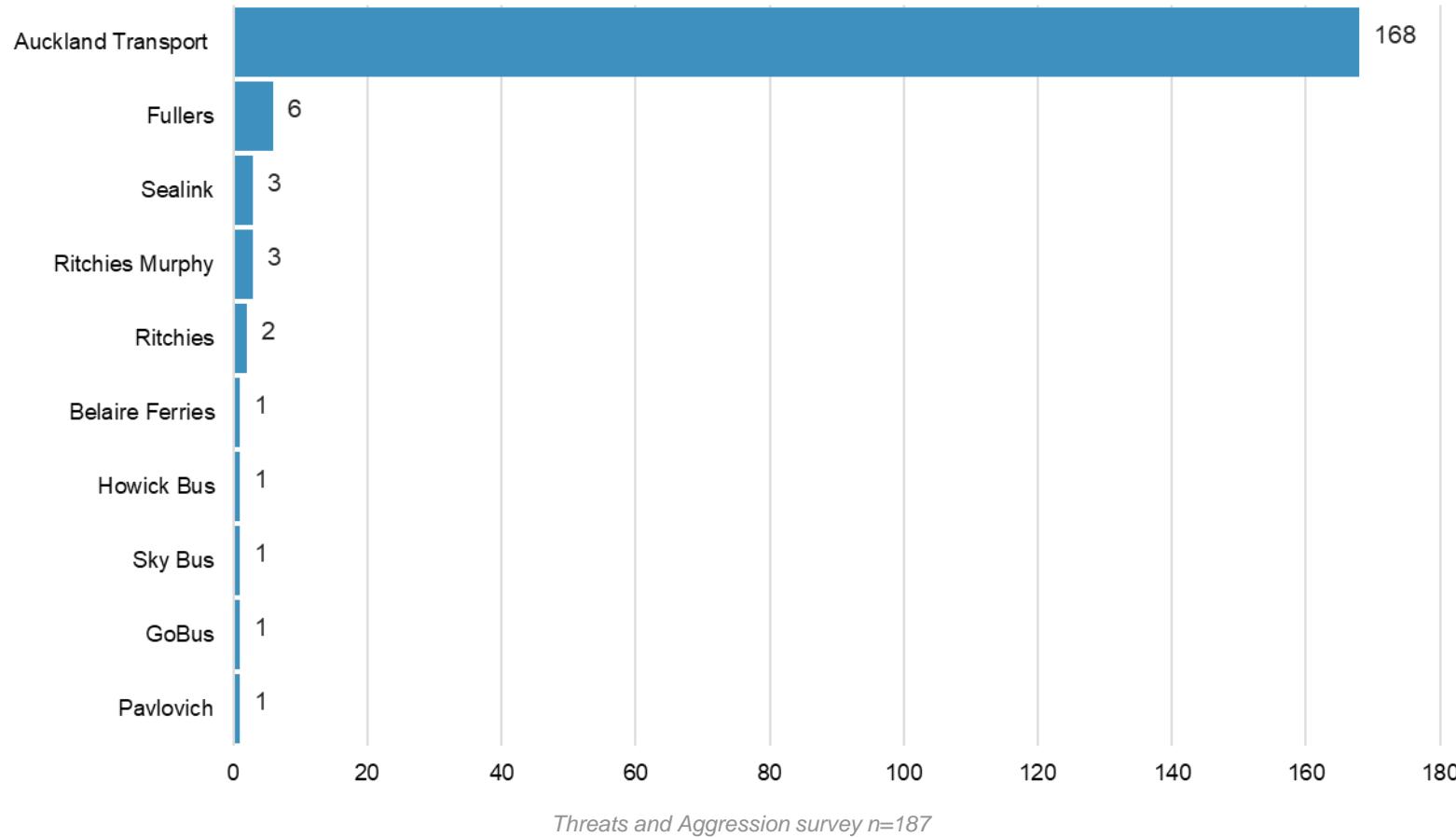
Type	Train	Street	Bus	Ferry	Park n Ride	Grand Total
Dangerous situations	96	11	2	4		113
Fatalities, attempted suicides	61	4			1	66
Near Miss	43	34	5			82
Passenger Domestic	5					5
Police Related Event	50	9	3	3		65
Grand Total	255	58	10	7	1	331

Section Customer-facing survey data

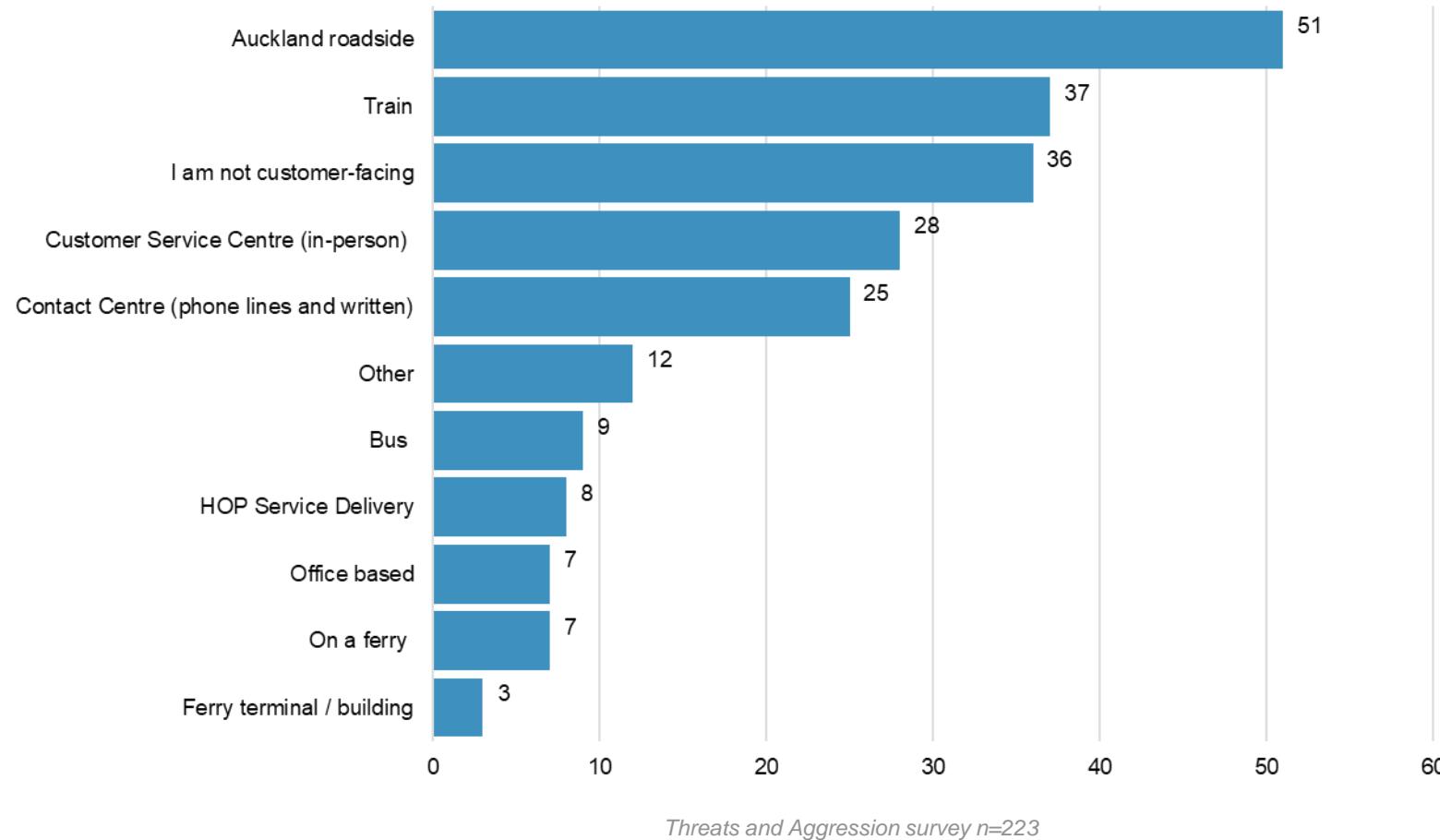
Survey methodology

- We designed and launched a survey as part of this sprint. The survey was emailed to managers of customer-facing teams, who were asked to encourage their teams to participate
- The purpose of the survey was to provide a quantitative view to support the qualitative research being undertaken during the sprint
- It was launched on 26 August 2019, and closed on 3 September (to allow for processing ahead of sprint end)
- 223 people participated
- Those who went into the survey, but then identified as ‘not customer-facing’ were immediately exited out of the survey. This left a total of 187 participants
- The survey was shared and open to operators, yet, there was limited take-up outside of AT

What company do you work for?

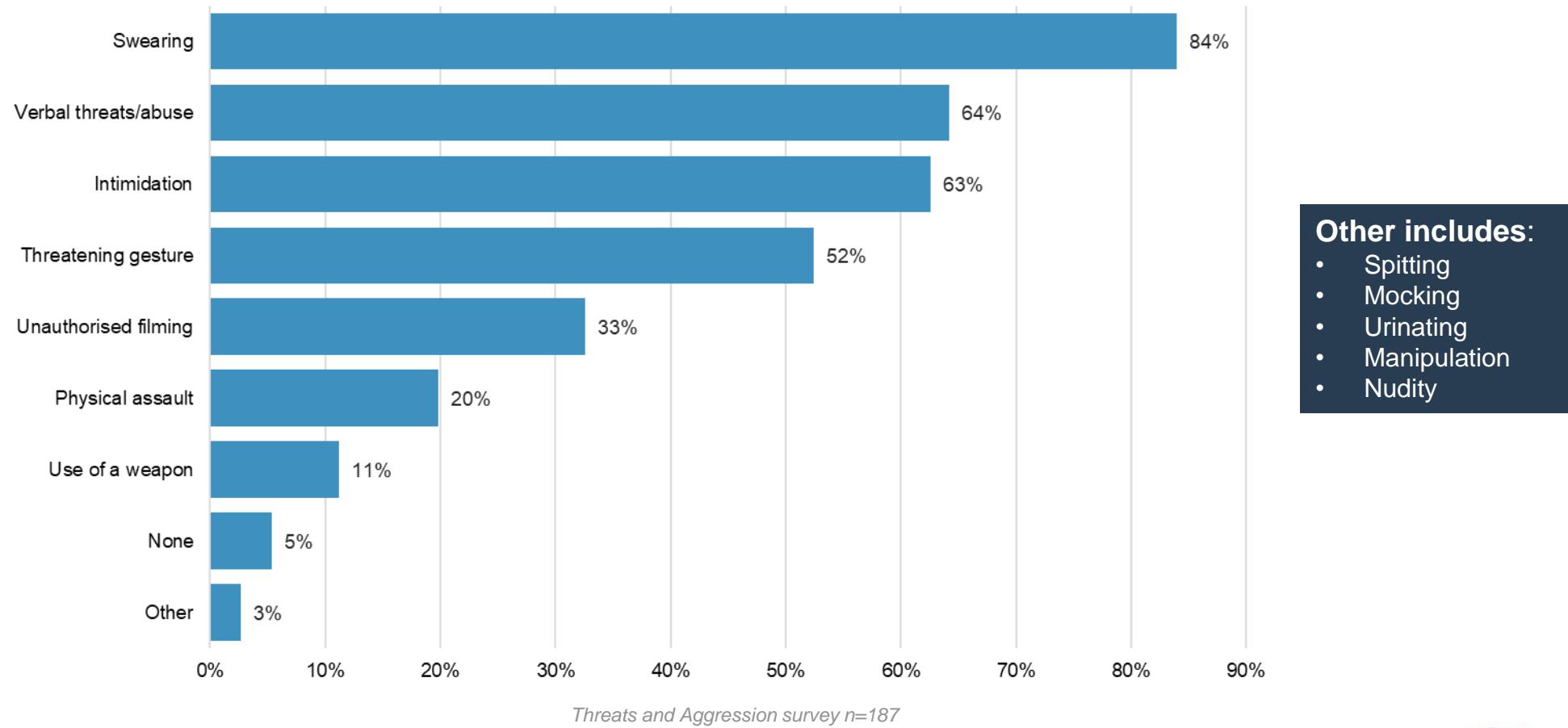


What is your day-to-day work environment?



- Other includes:**
- Harbourmasters office
 - Enforcement
 - Customer Care
 - Operations
 - Customer Liaison Team

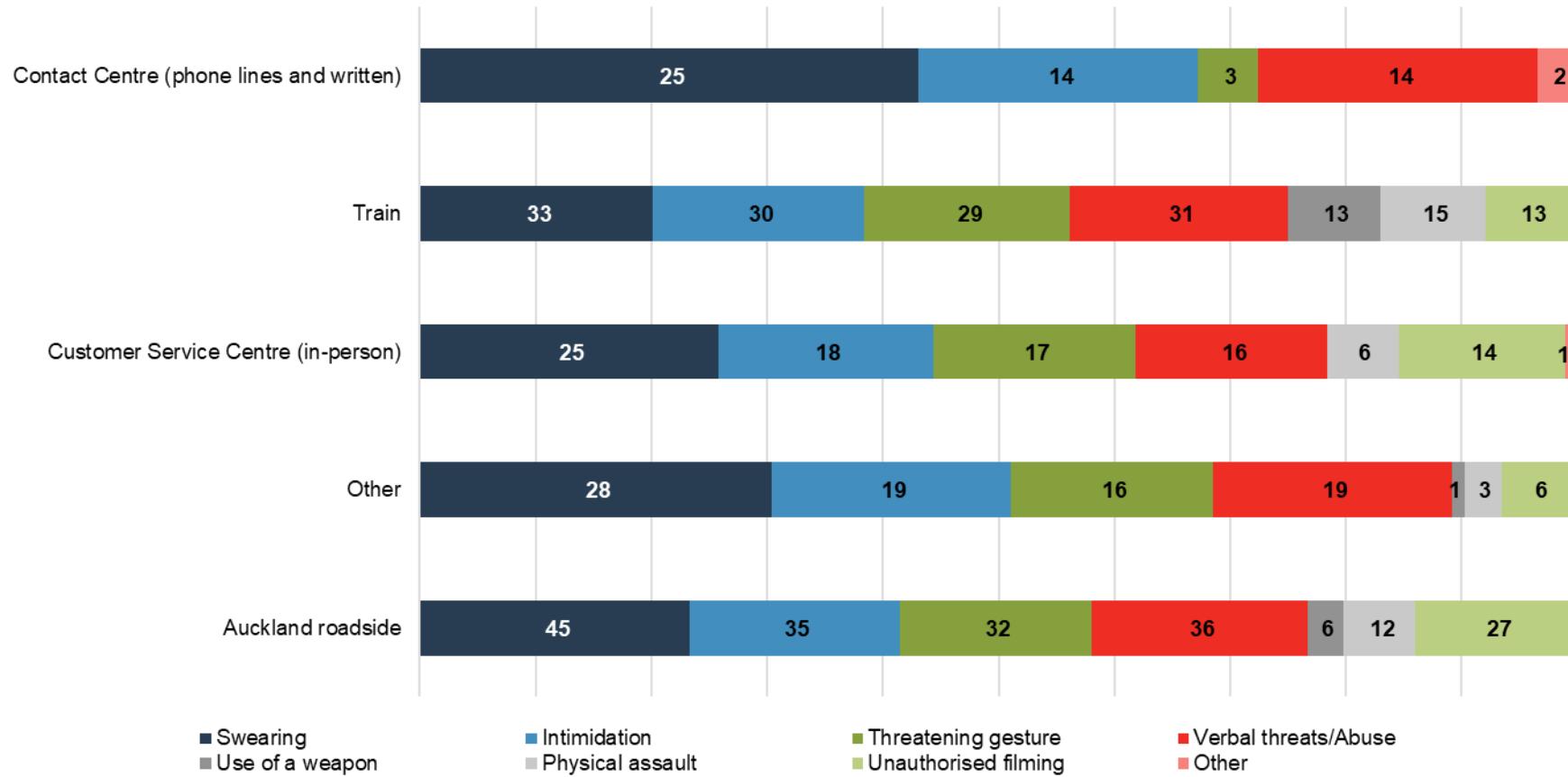
Which of the below have you personally experienced from a customer?



Other includes:

- Spitting
- Mocking
- Urinating
- Manipulation
- Nudity

Which of the below have you personally experienced from a customer? (by day-to-day work environment)



■ Swearing
■ Use of a weapon

■ Intimidation
■ Physical assault

■ Threatening gesture
■ Unauthorised filming

■ Verbal threats/Abuse
■ Other

*Threats and Aggression survey n=187
Respondents could select multiple options*

In your most recent experience, why do you think the person became threatening or aggressive?

Key themes:

- The customers were defensive due to not having the correct ticket/any ticket
- The customers were frustrated with AT and unhappy with the service provided
- The customers were unhappy with the decision/instruction provided
- The customers received an infringement/fine

"They were unhappy with the decision I made"

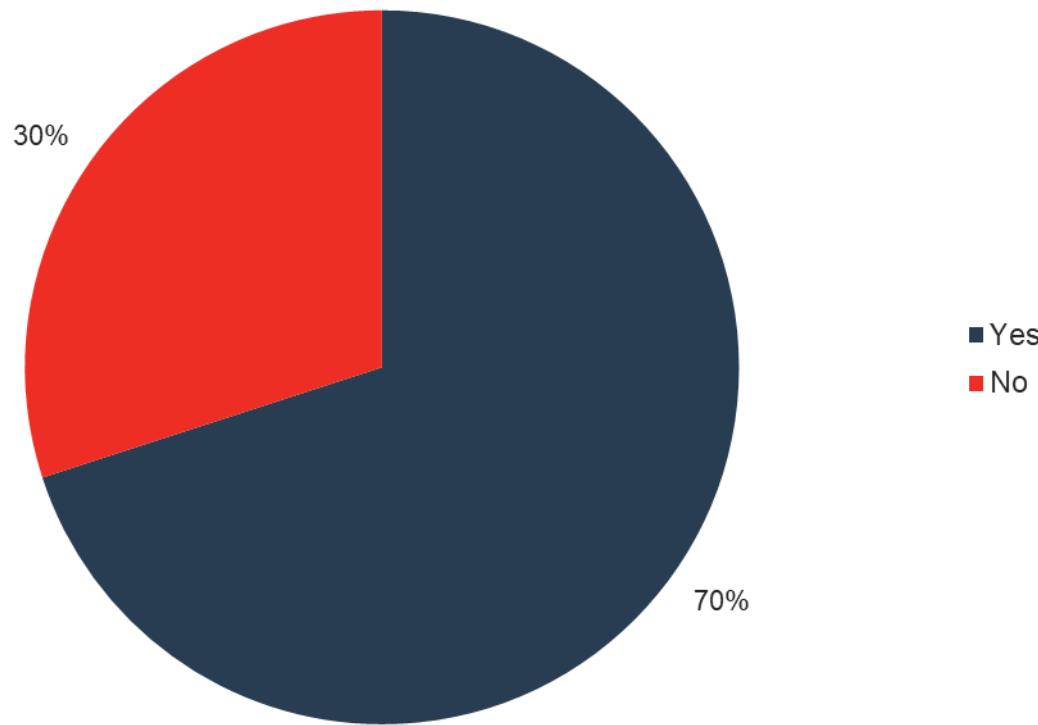
"He did not have a valid HOP card/ticket"

"General unhappiness and discontent towards AT..."

"...A quick reaction to getting/almost receiving an infringement, a bad reaction"

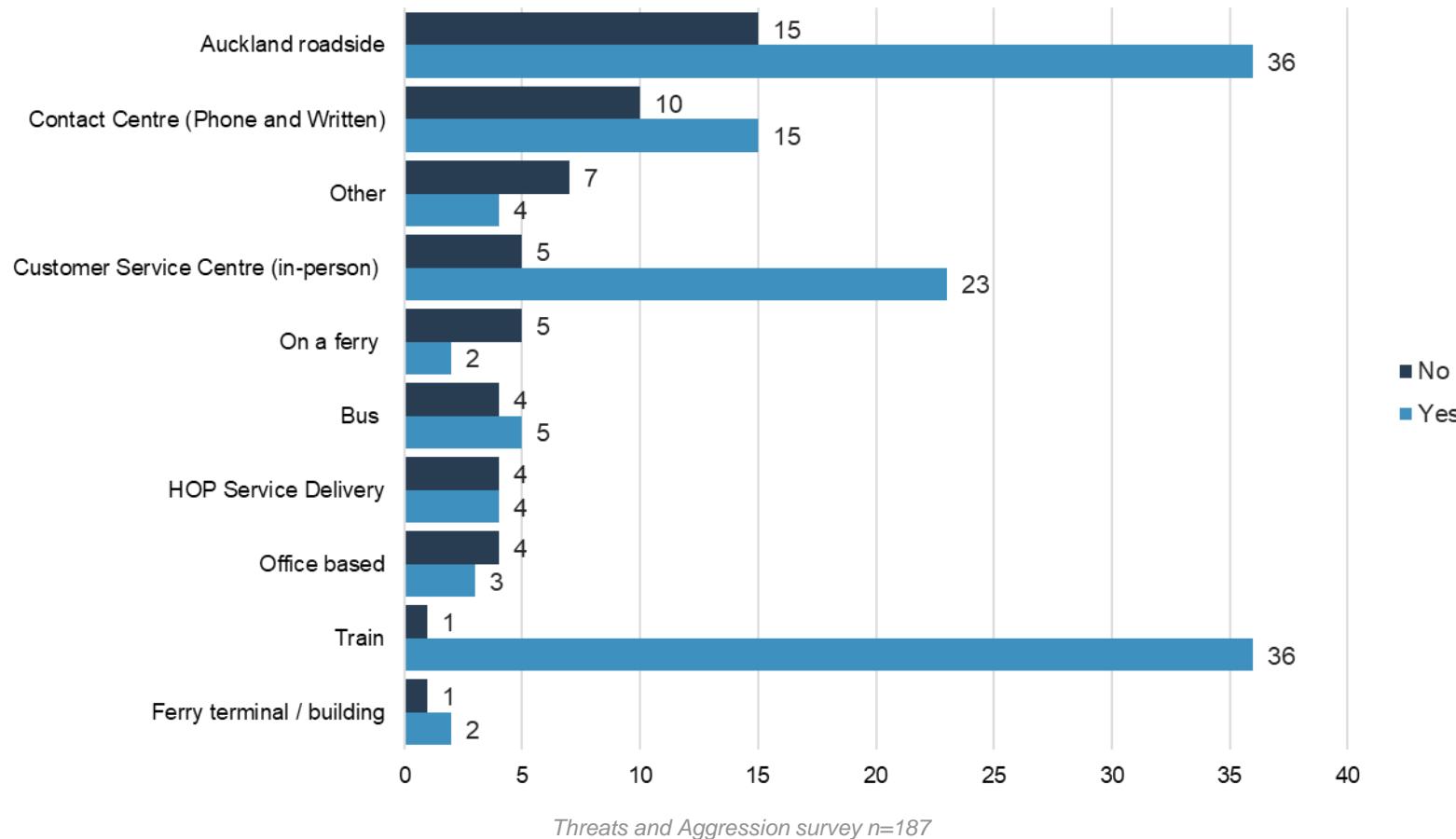
"People not getting what they want..."

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

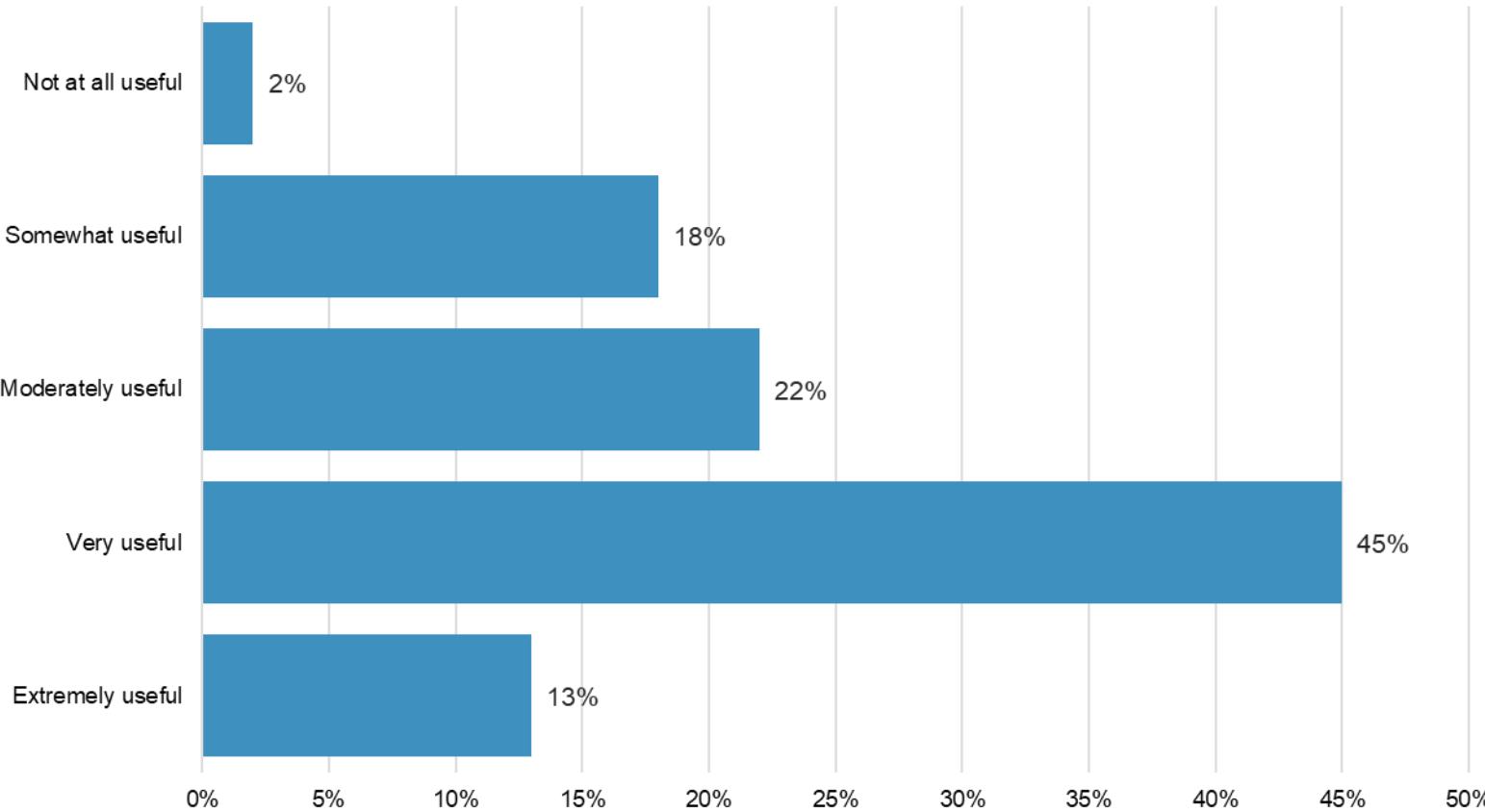


Threats and Aggression survey n=187

Have you received any training to deal with threatening or aggressive behaviour from customers? (By day-to-day work environment)

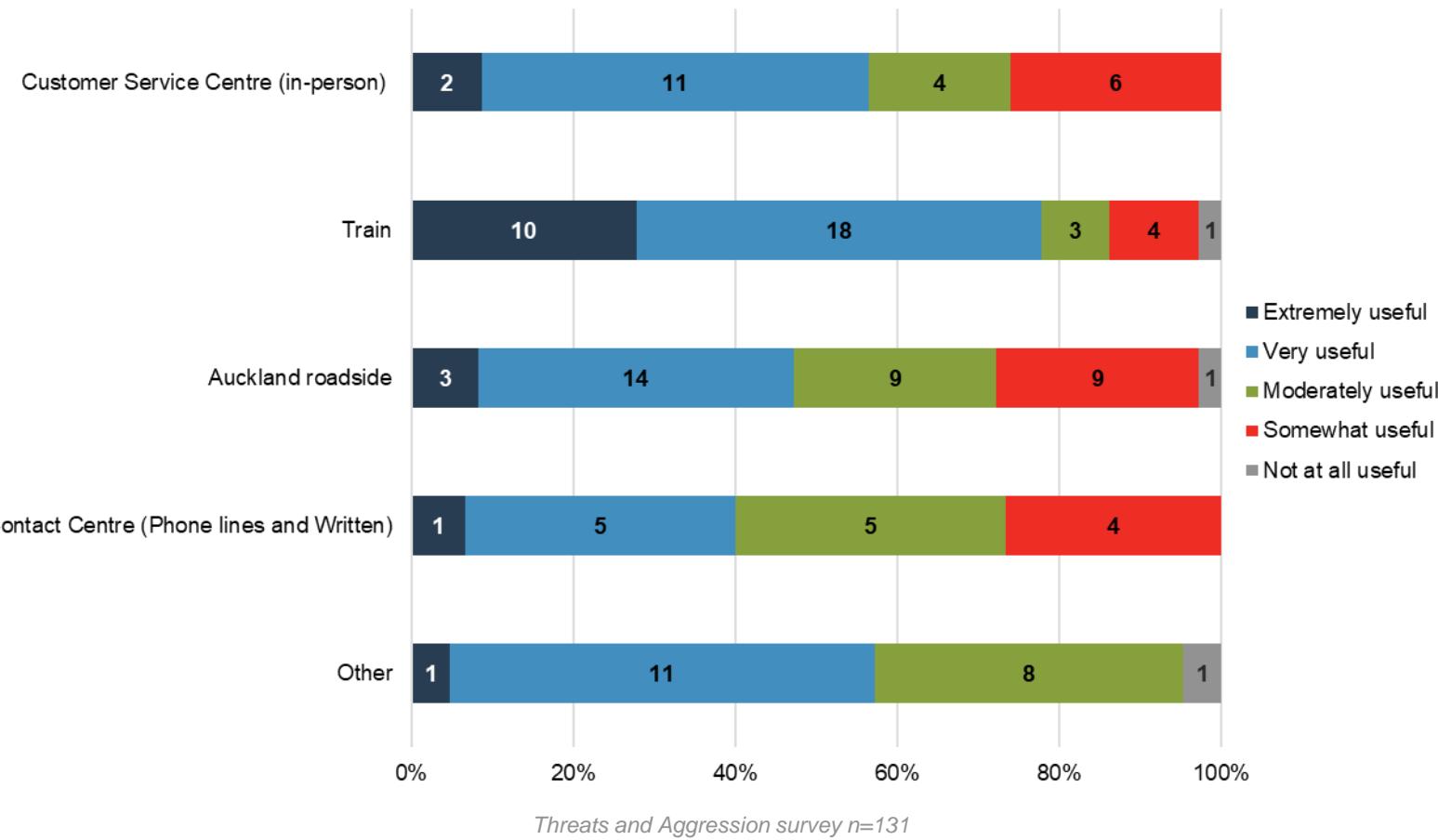


How useful was the training in helping you deal with threatening or aggressive behaviour?



Threats and Aggression survey n=131

How useful was the training in helping you deal with threatening or aggressive behaviour? (by day to day work environment)



Why is the training not very useful?

Key themes:

- It does not prepare you for extreme cases and really bad customers
- The training is different to real life and is not situation specific
- Does not deal with the after effects of an incident

“It is only theory and in reality each situation is different”

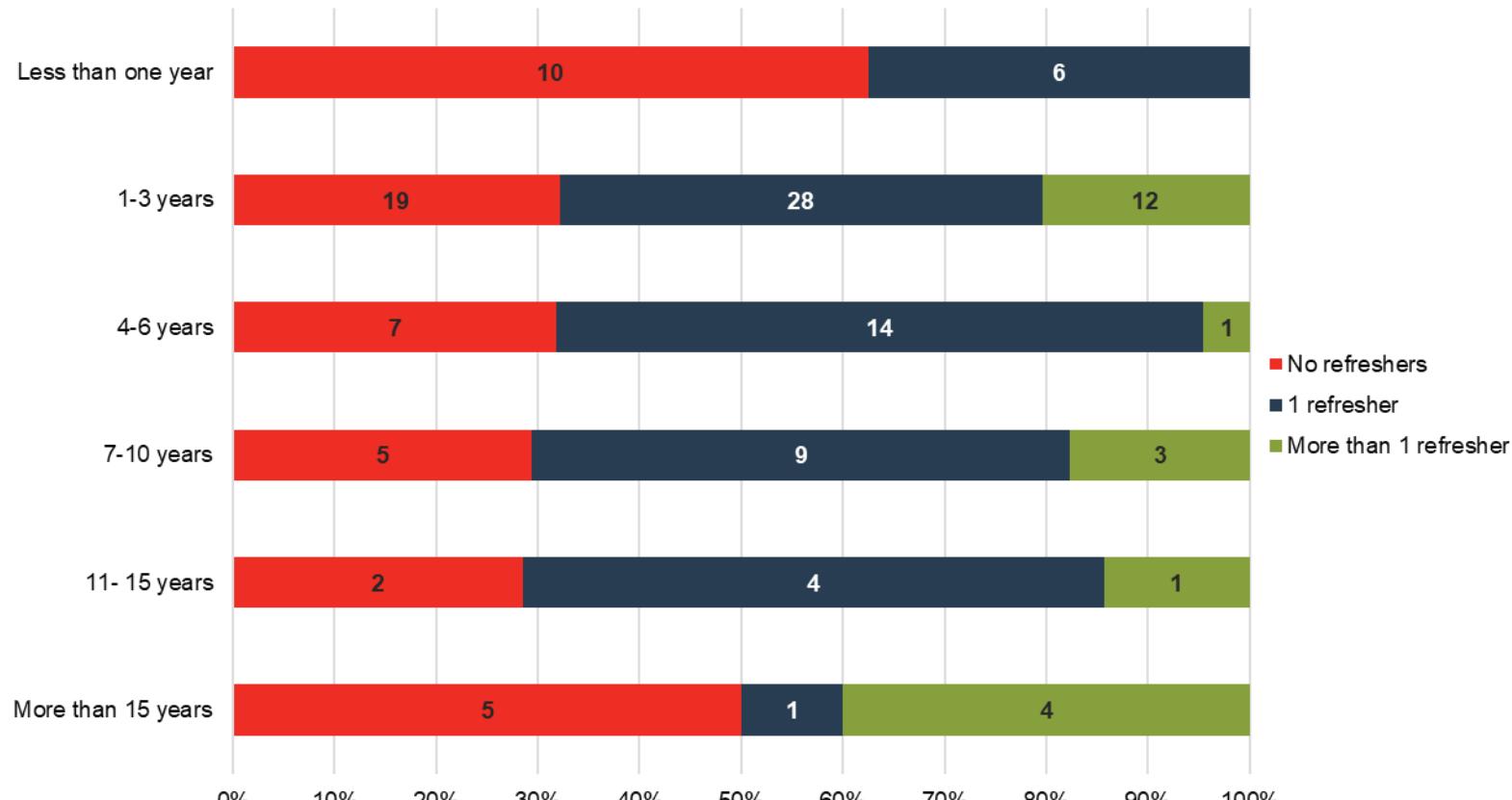
“Needs to cover more extreme examples”

“Not training to deal with extreme aggression or swearing or assault...”

“It is not practical enough”

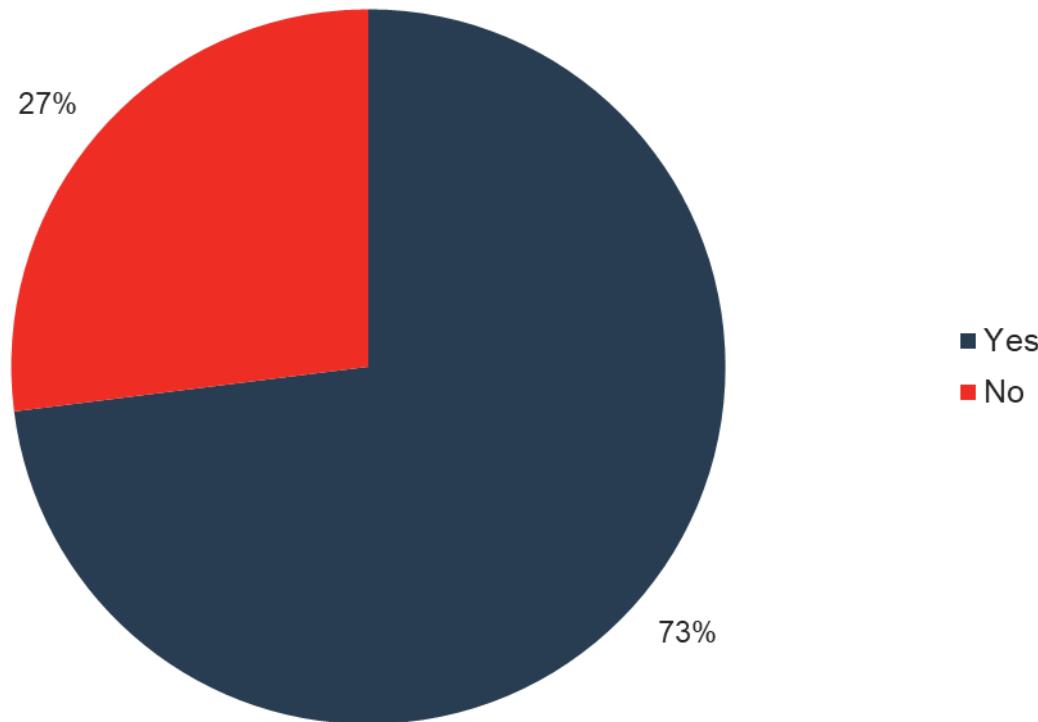
Threats and Aggression survey n=49
Themes pulled from open-text responses

How many times in the last two years have you received a ‘refresher’ in your training to deal with threatening or aggressive behaviour? (by how long have you been they have been in a customer-facing transport role)



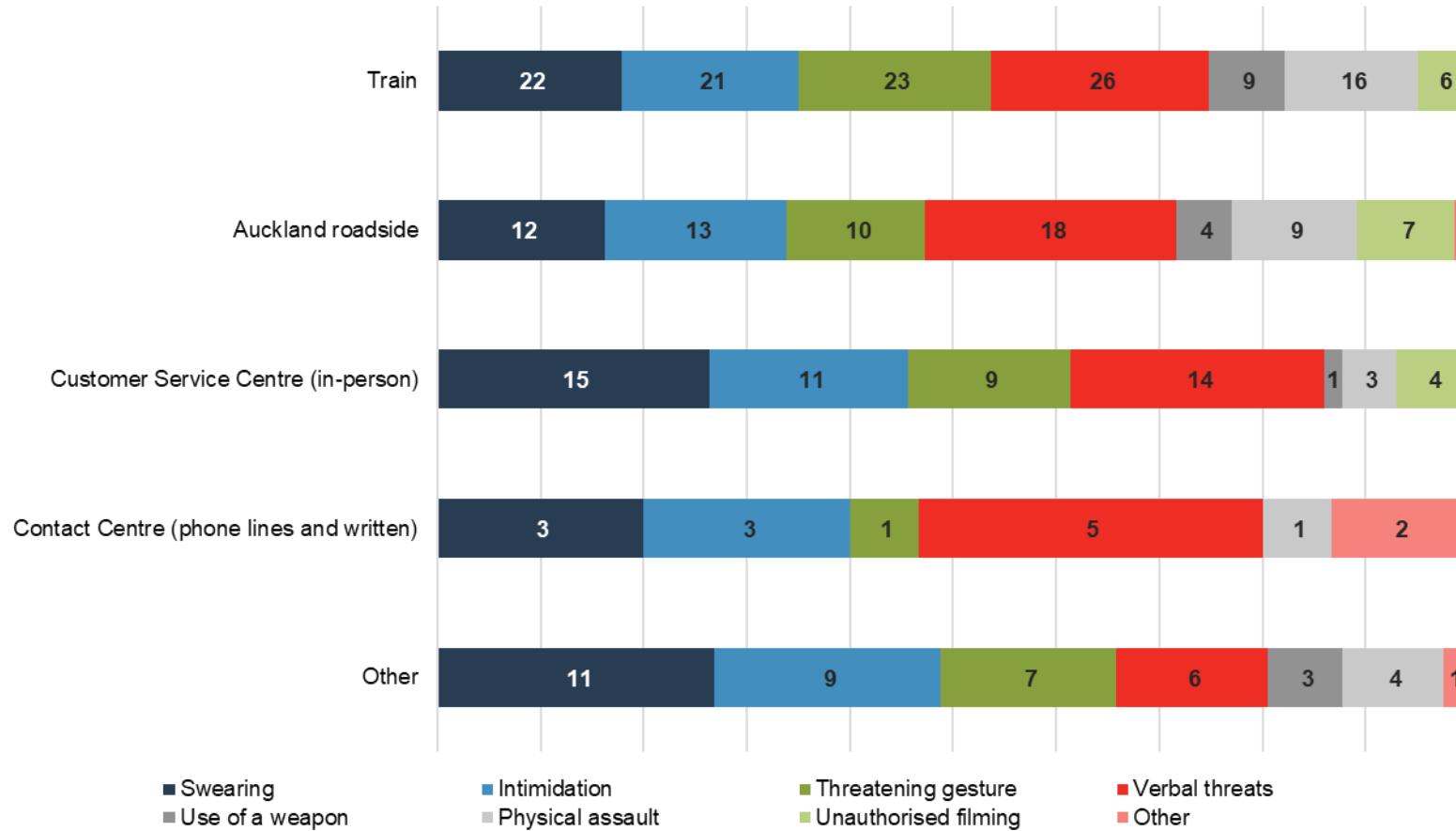
Threats and Aggression survey n=131

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



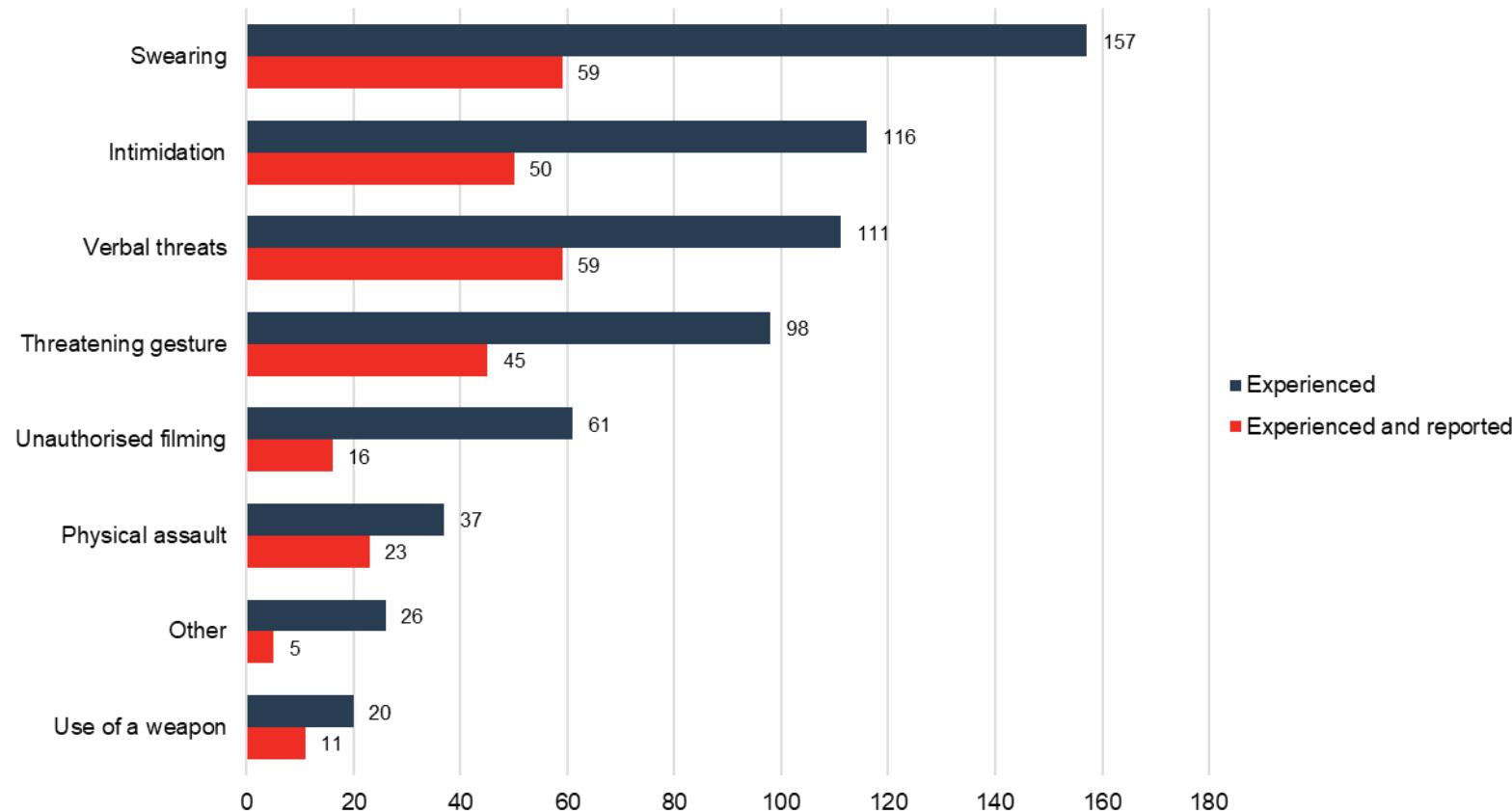
Threats and Aggression survey n=187

Which of the below issues have you reported in the past? (by day-to-day work environment)



*Threats and Aggression survey n=134
Respondents were able to select multiple answer*

Comparison between incidents experienced and incidents reported:



Threats and Aggression survey n=187

Note: Responses that stated they had reported a type of incident, but did not state they had experienced the same type of incident were removed from this comparison

What has stopped you from reporting in the past?

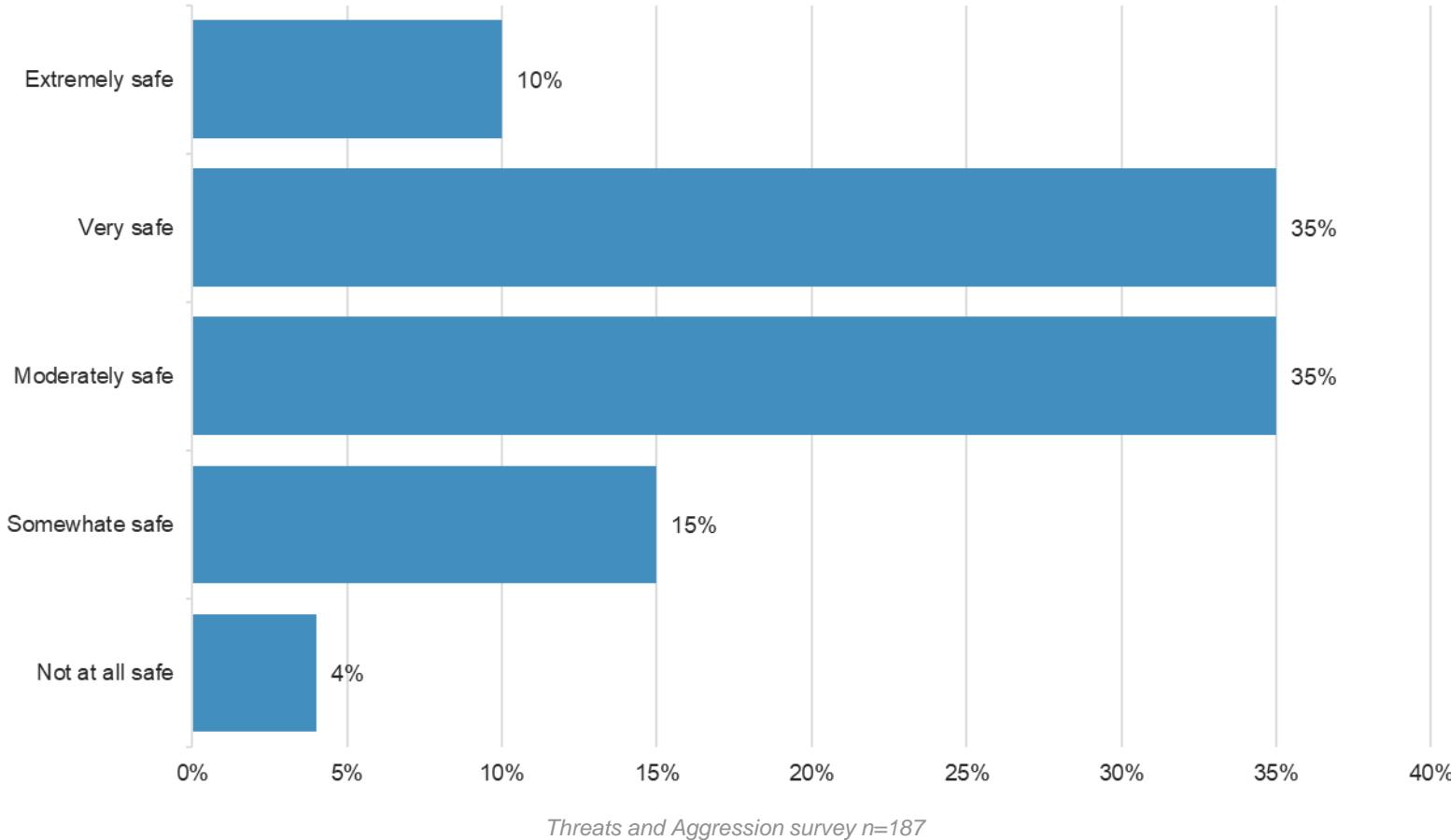
Key themes:

- Nothing has happened after reporting incidents so there seems to be no point
- Some cases are seen as not serious enough to report
- Certain incidents happen all the time (e.g. swearing), so reporting would be time consuming
- The issue was resolved/de-escalated by the staff member
- There was no harm perceived to be done

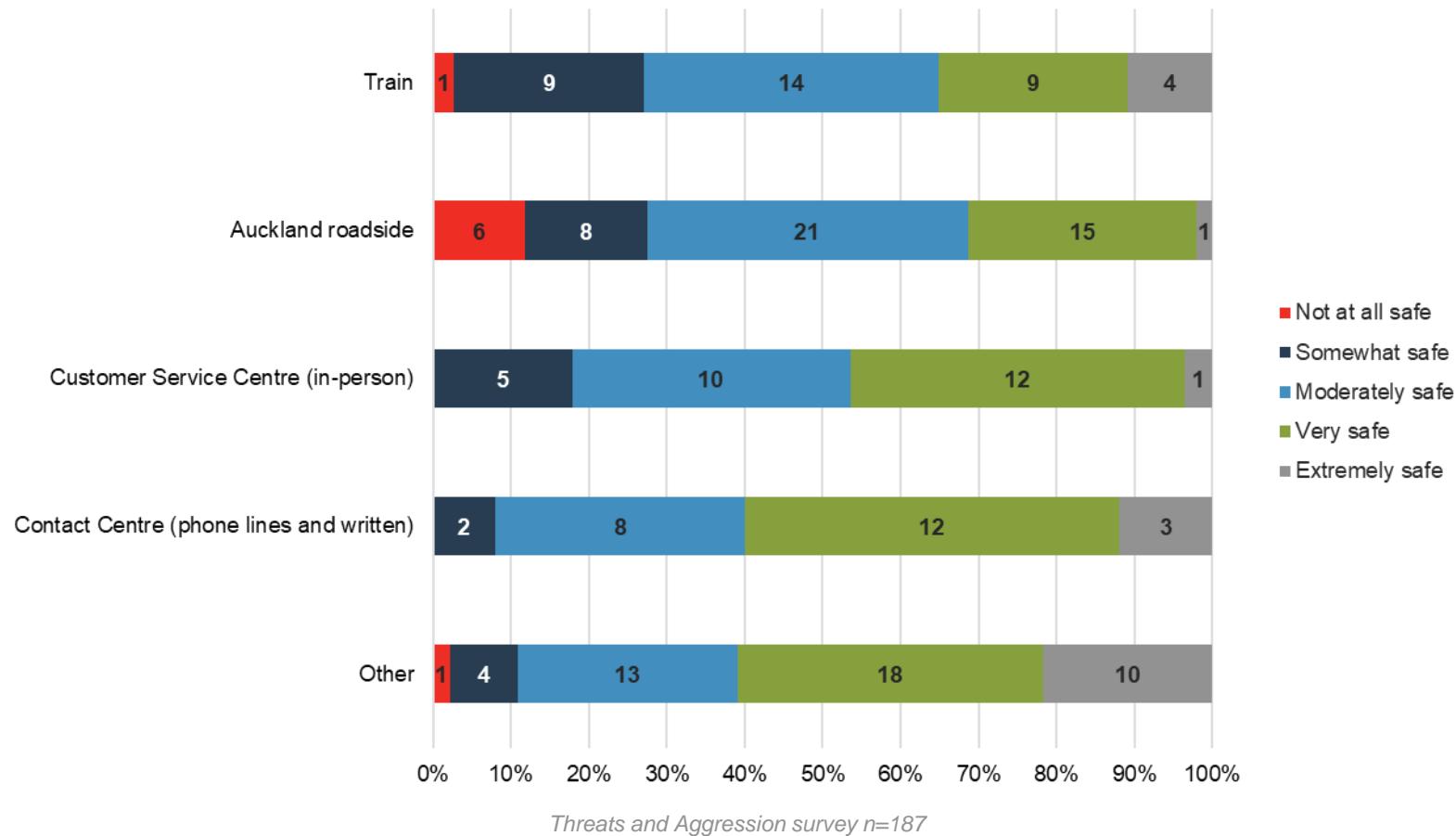


Threats and Aggression survey n=112
n = 37 indicated nothing has stopped them reporting in the past
Themes pulled from open-text responses

How safe do you feel at work?



How safe do you feel at work (based on day to day working environment)



Why do you not feel safe at work?

Key themes:

- Dealing with customers that are aggressive and threatening
- The unpredictable nature of the work – never knowing what to expect each day
- A lack of support from management and security
- Mental stress due to the nature of the work
- The open environment that is worked in, including the public access and visibility of the office

“Too many aggressive customers, especially at nights”

“AT has a bad reputation”

“There is no support”

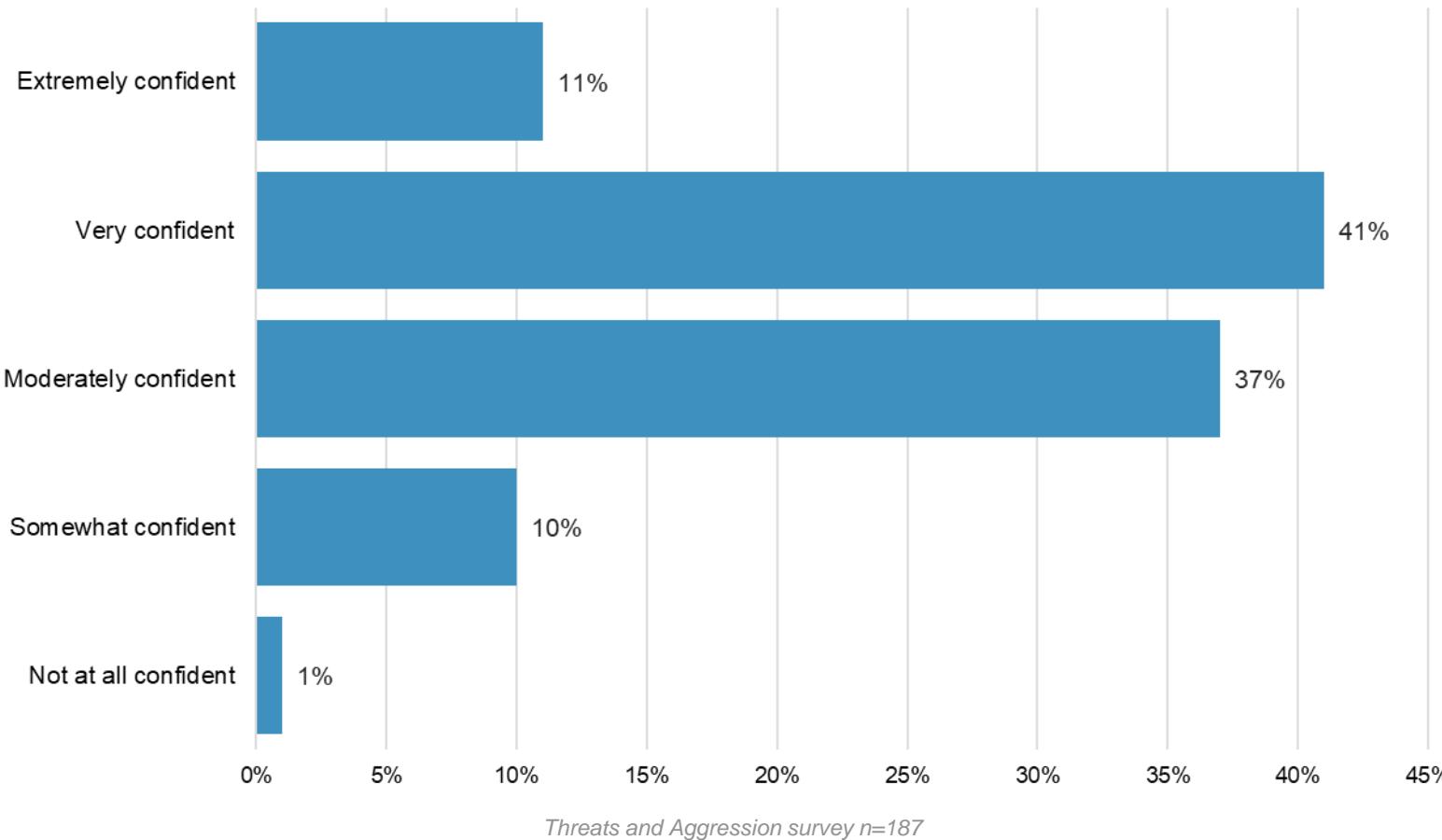
“Dealing with abusive customers can sometimes take a toll on your current state...”

“Anything can happen on this job”

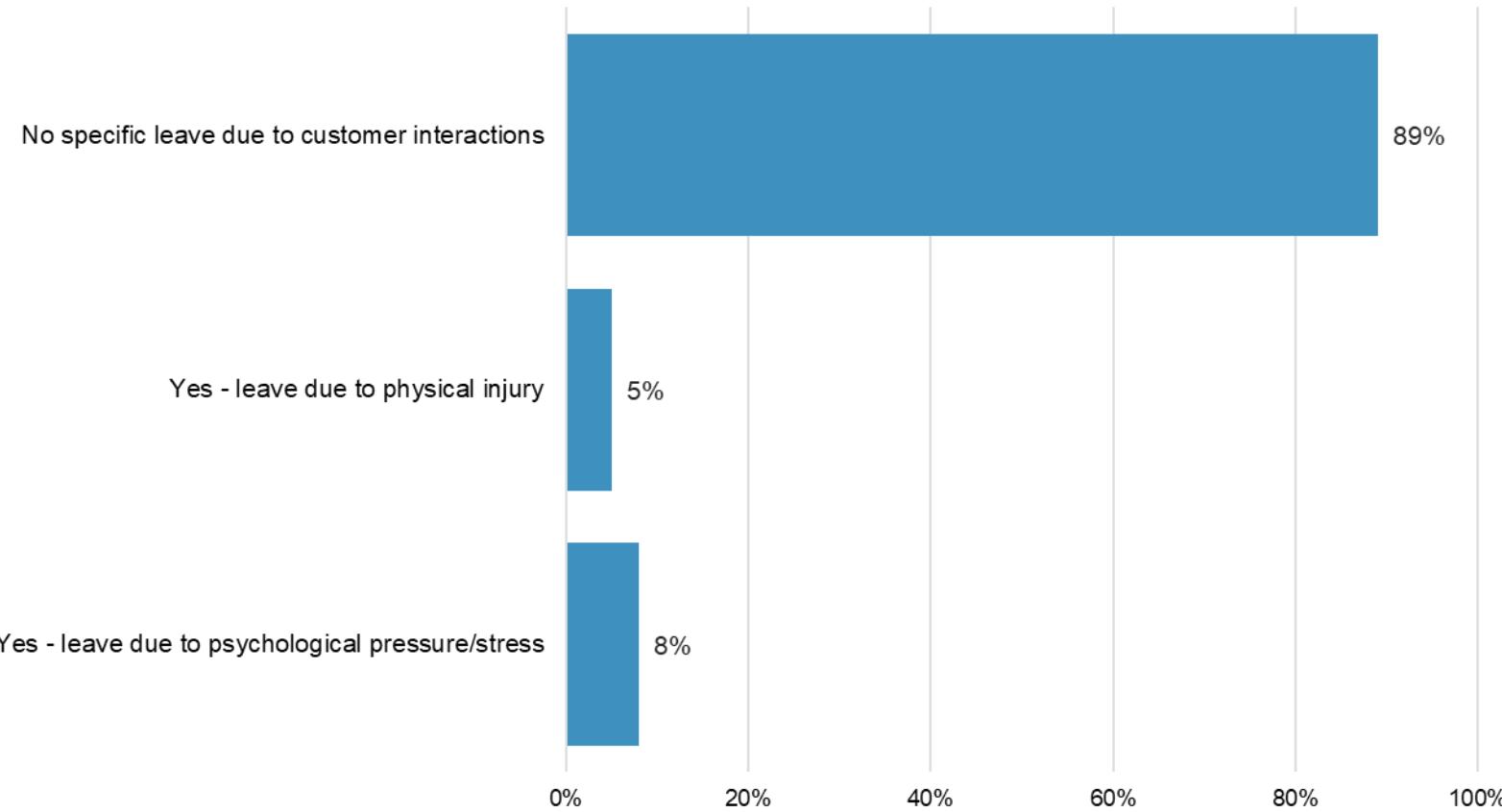
“The public still have access directly into our office”

Threats and Aggression survey n=92
Themes pulled from open-text responses

How confident do you feel dealing with a threatening or aggressive customer?

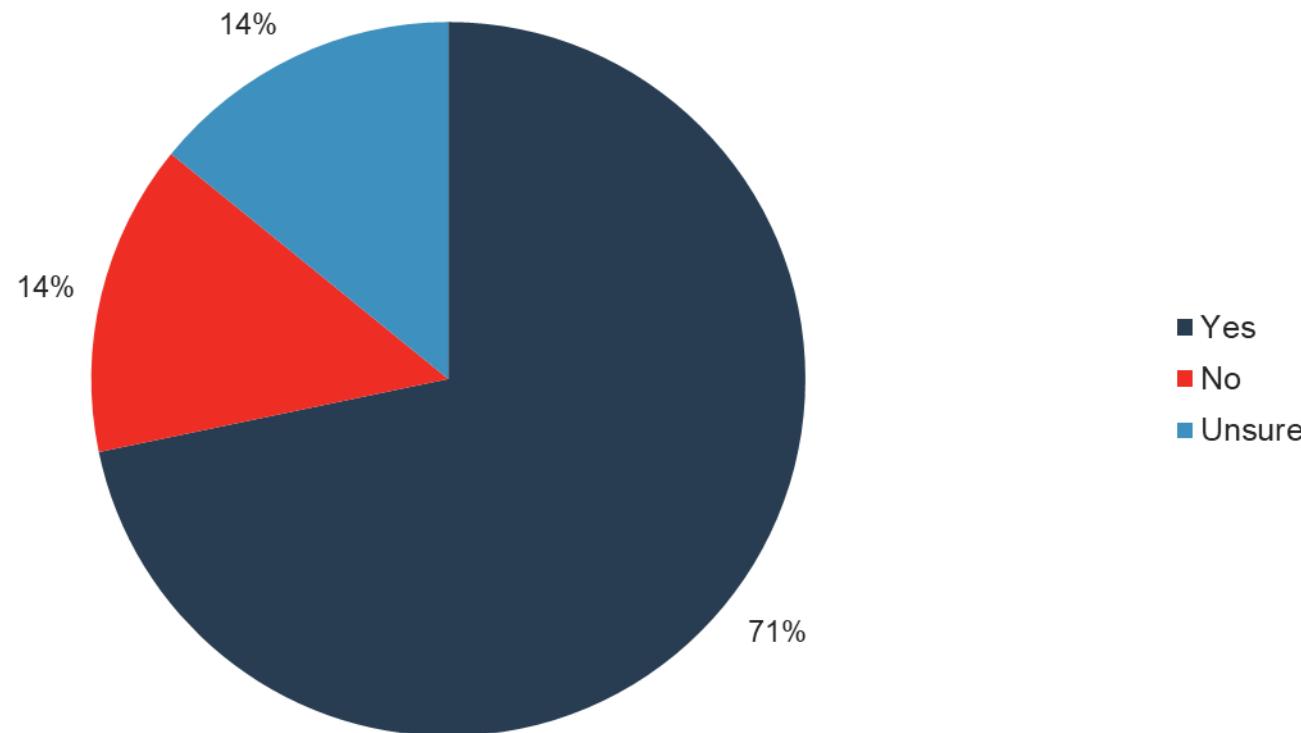


Have you taken leave from work due to threatening or aggressive interactions with customers?



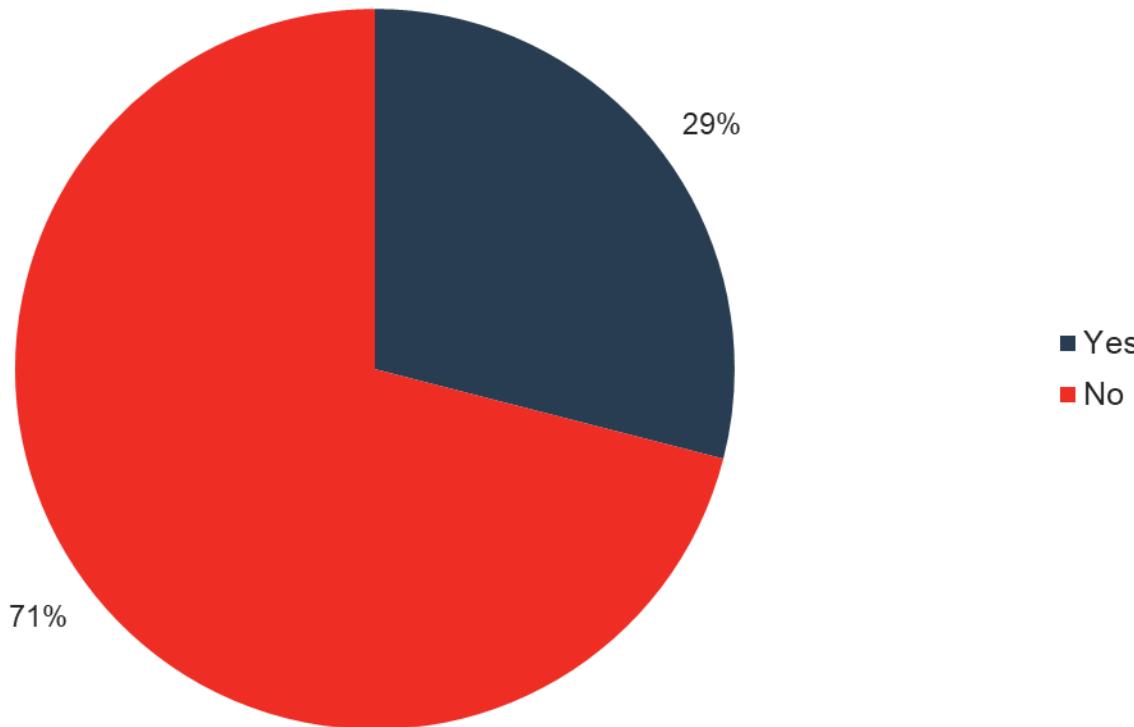
Threats and Aggression survey n=186

Do you have post-incident services available to you (such as Employee Assistance Programmes known as EAP, or counselling)?



Threats and Aggression survey n=187

Have you ever used post-incident services (such as EAP, or counselling)?



Threats and Aggression survey n=132

If you had a magic wand, and could change anything about how threats and aggression from customers are managed in your role, what would you recommend and why?

Key themes:

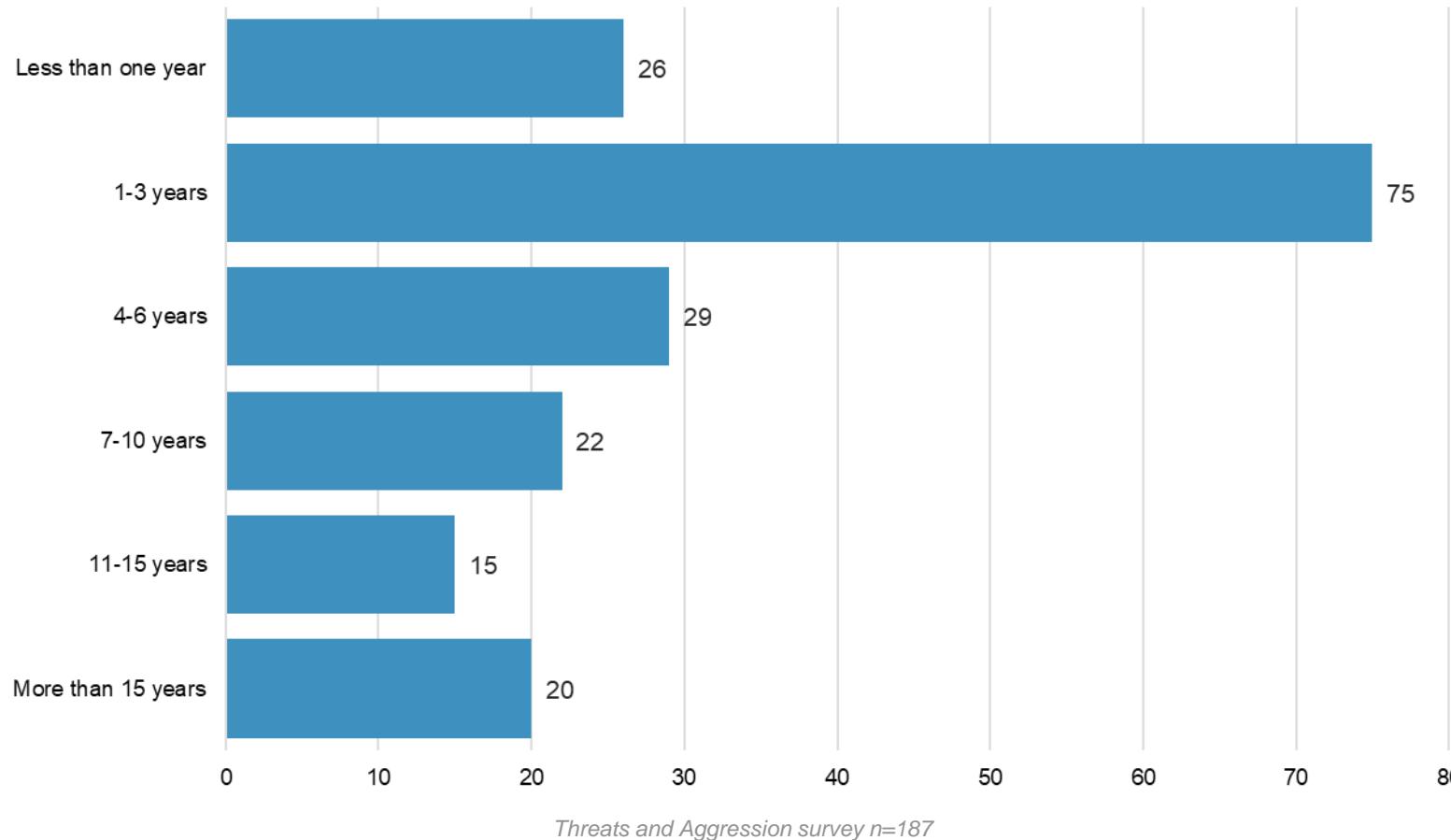
- Better customer education on the rules and regulations and the role of the people within AT
- Tougher action taken against aggressive customers (bans etc.)
- Increase security and support from police
- Provide staff with more power to terminate calls from aggressive customers or disembark aggressive customers
- Increase and improve training that is more applicable to real life situations
- More support from management regarding incidents
- Improve the follow up process and show that something is being done
- Improve AT systems that are causing customers frustration (HOP card etc.)
- Increase the number of staff and apply the buddy system for safety
- More clarity around reporting, what should be reported, how to report etc.

*Threats and Aggression survey n=146
Themes pulled from open-text responses*

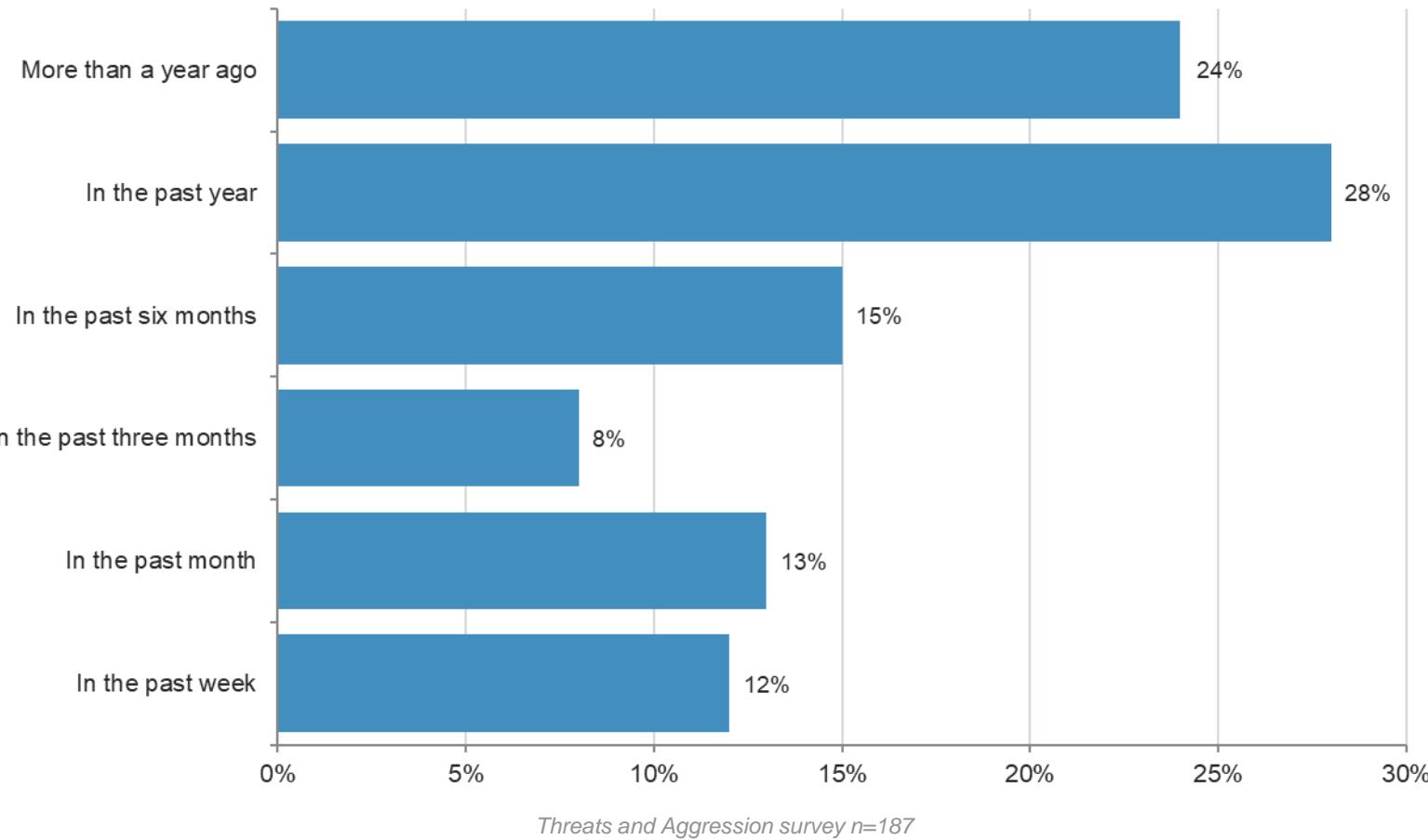
Appendix

Additional data collated, but not identified as feeding into core insights

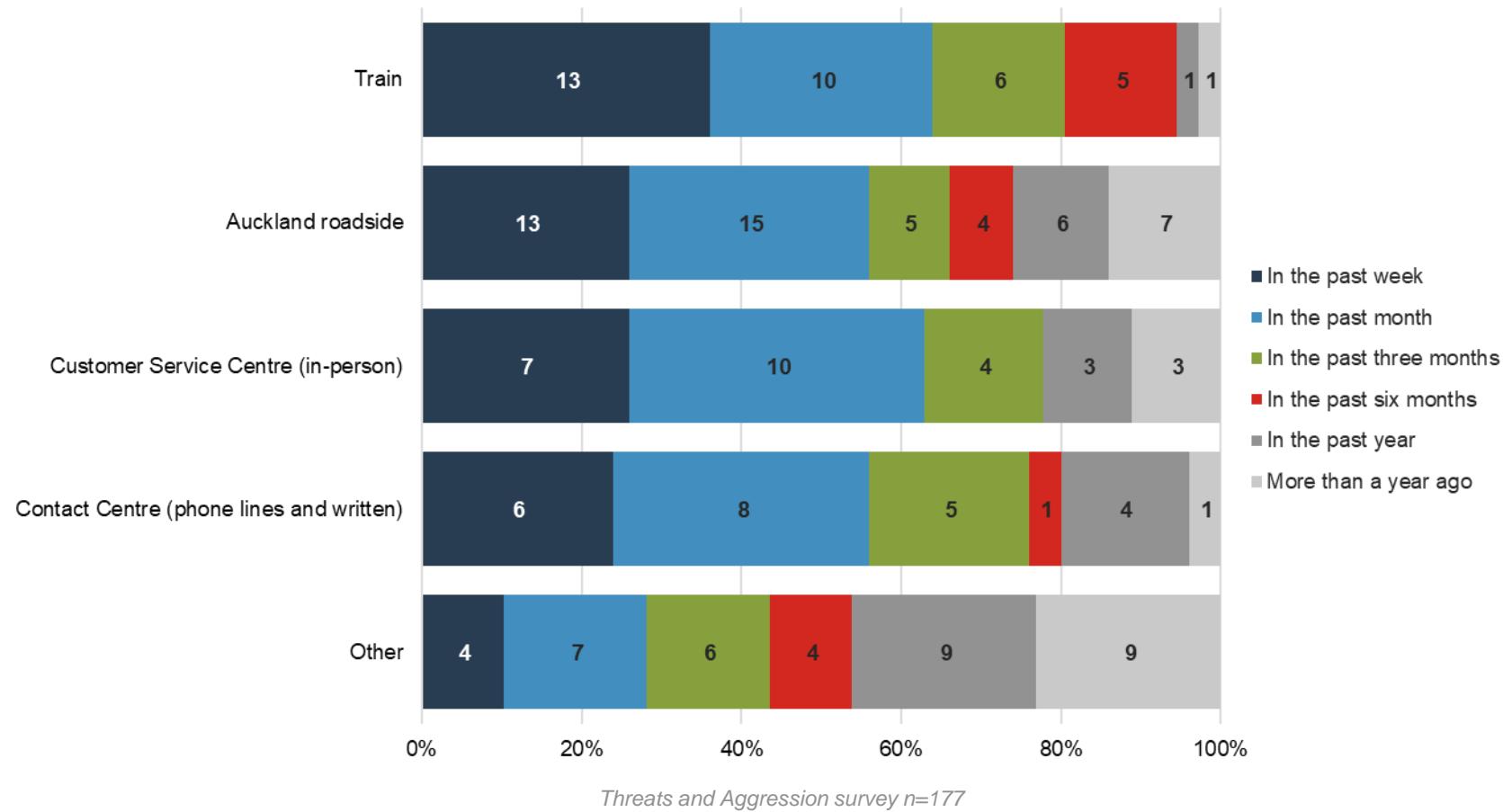
How long have you been working in customer-facing transport roles?



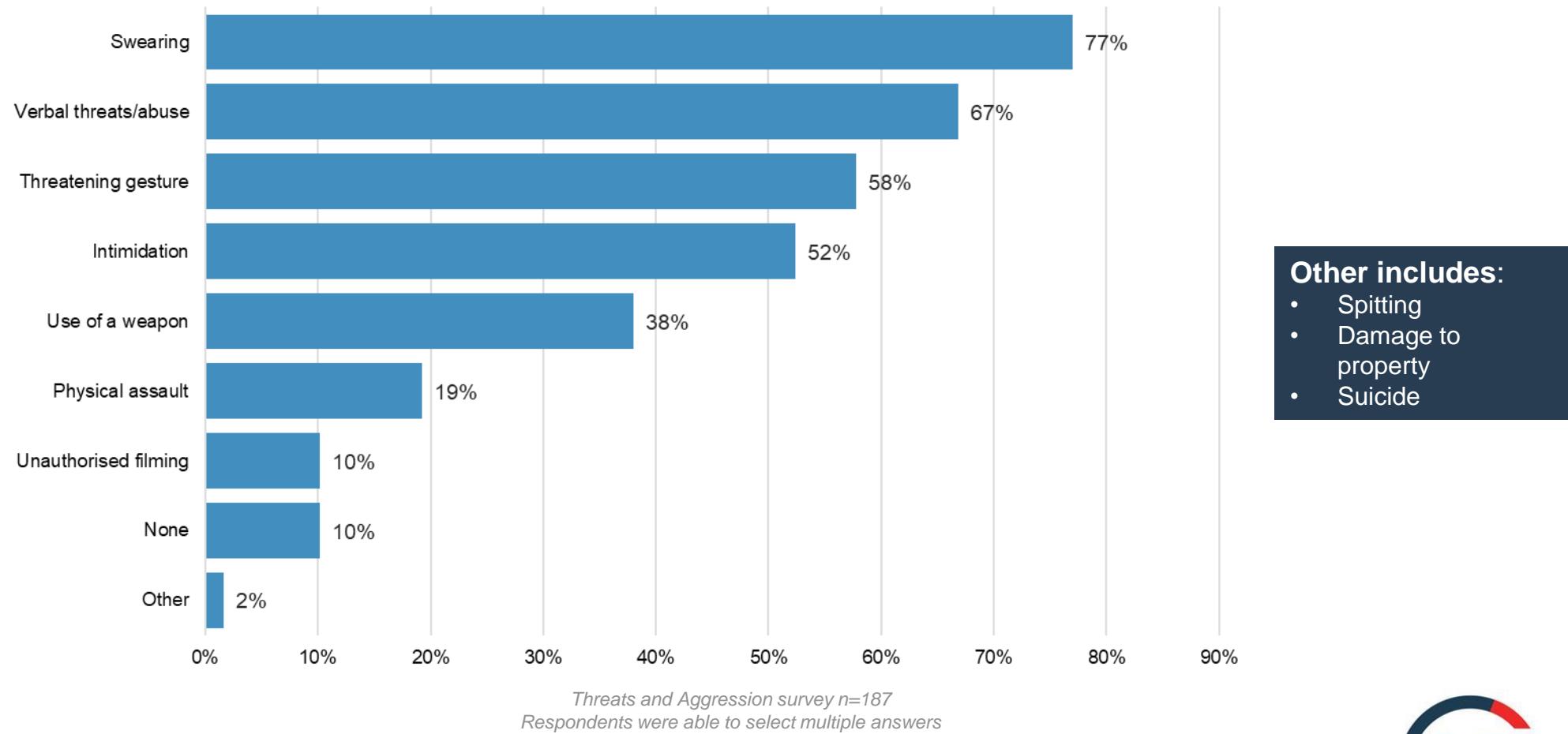
When did your most recent experience with a threatening or aggressive customer take place?



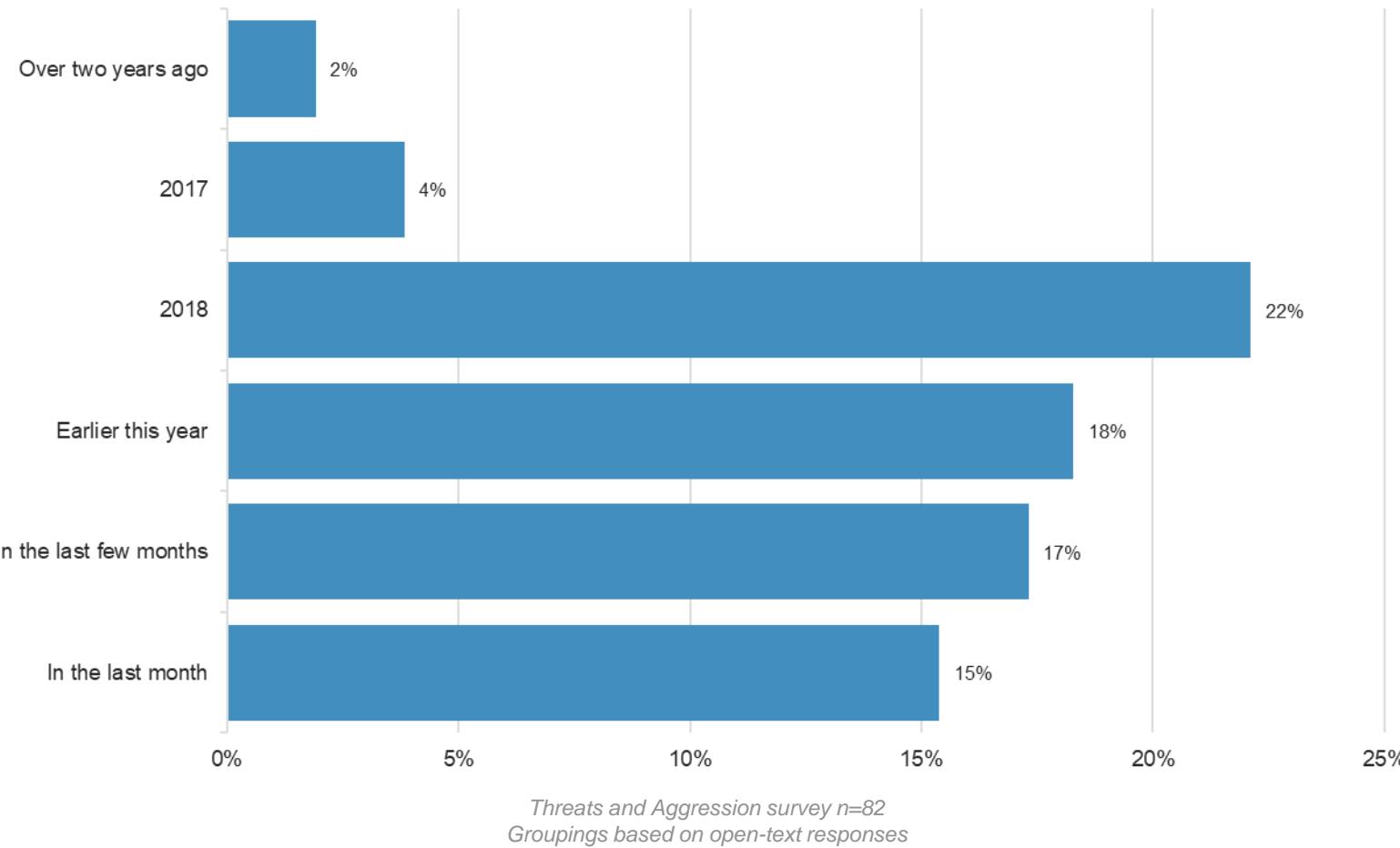
When did your most recent experience with a threatening or aggressive customer take place? (by day-to-day work environment)



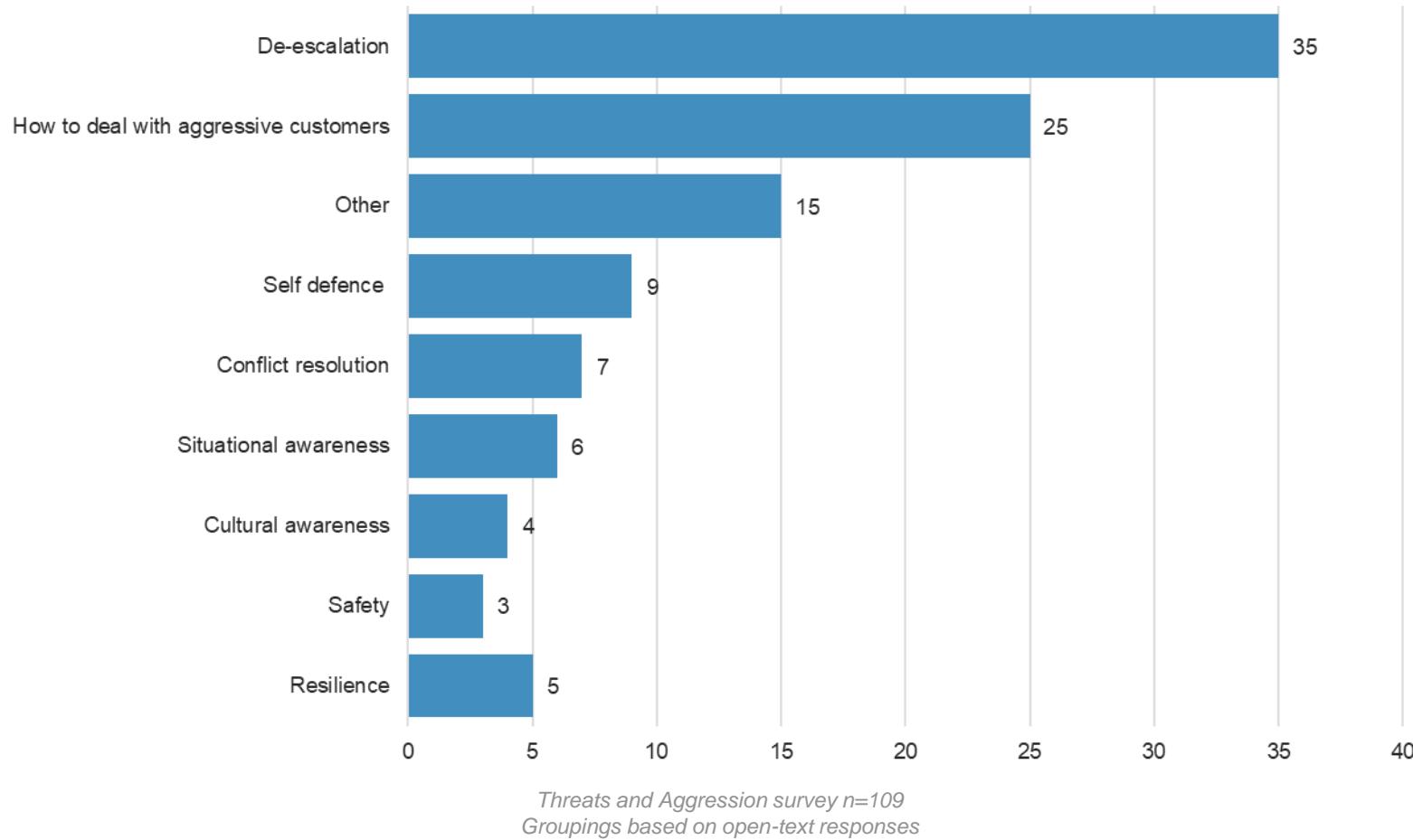
Which of the below have you witnessed other customer-facing employees experiencing from a customer?



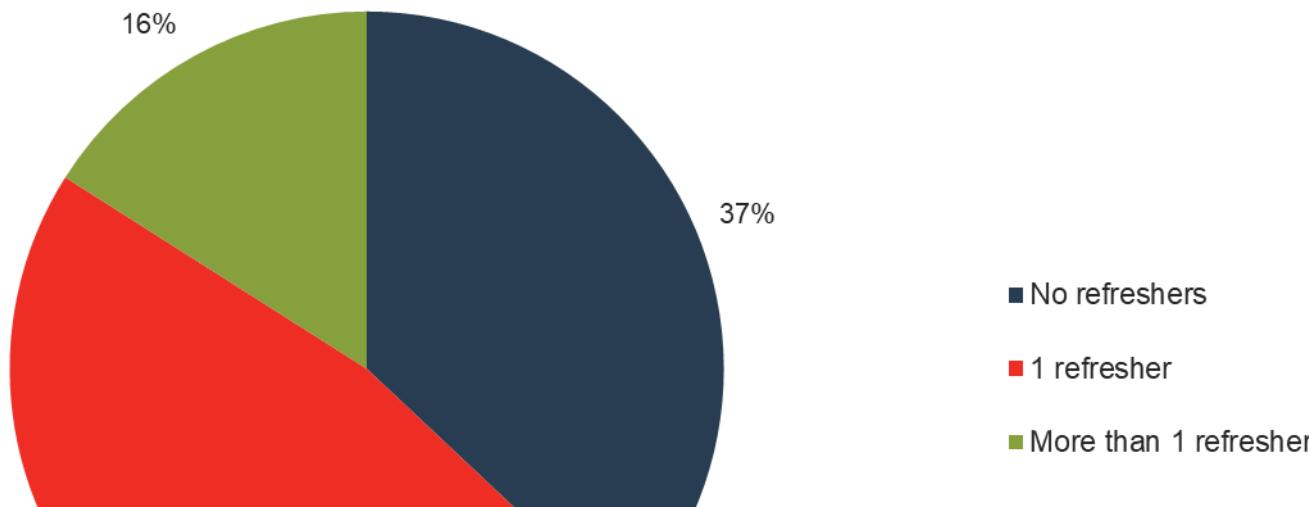
From your best recollection, when was the last training you attended?



From your best recollection, what did the last training you attended cover?

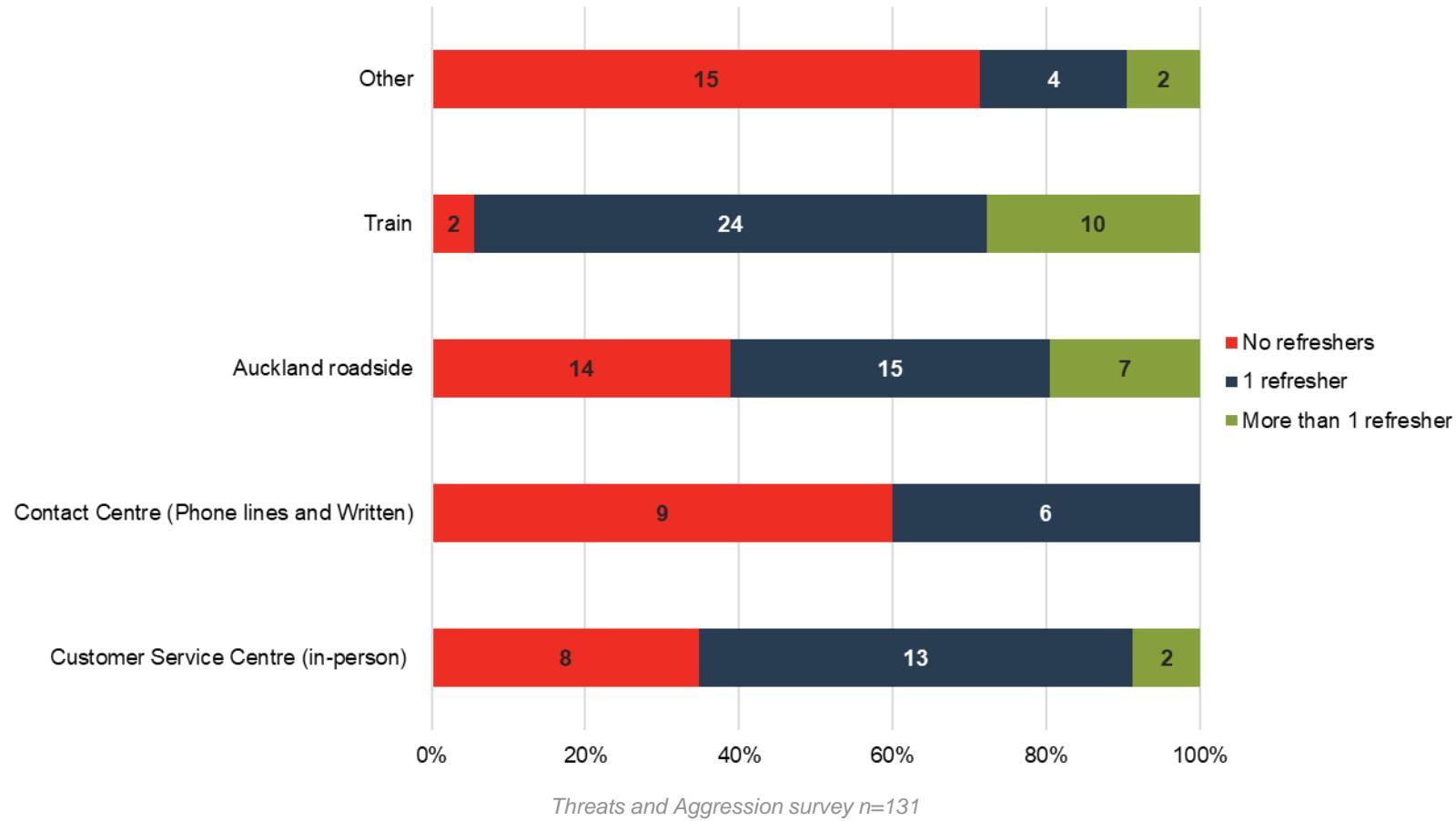


How many times in the last two years have you received a 'refresher' in your training to deal with threatening or aggressive behaviour?



Threats and Aggression survey n=131

How many times in the last two years have you received a ‘refresher’ in your training to deal with threatening or aggressive behaviour? (By day to day work environment)



What tool, system or platform do you use to report incidents?

90 respondents mentioned
Synergi

27 respondents mentioned reporting incidents to
management/team leaders

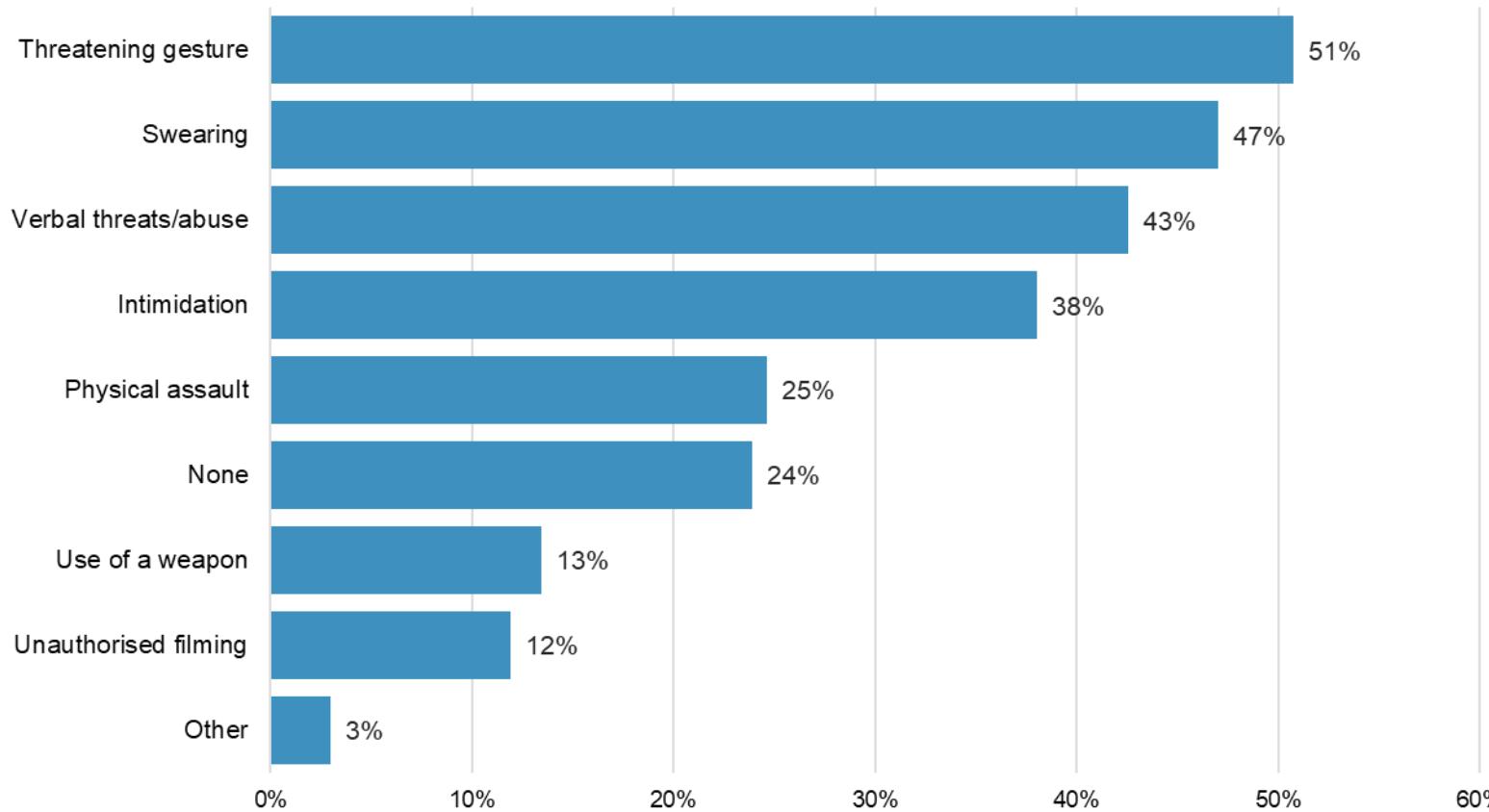
18 respondents mentioned writing an **incident report**

Other tools included:

- CRM (5)
- Intel reports (9)
- Police (8)
- Radio/Comms (7)
- ATOC (4)
- Power apps (3)
- Risk management (4)
- Job safe (2)
- Assura (1)
- Elumina-quiack safe system (1)

*Threats and Aggression survey n=133
Groupings based on open-text responses.*

Which of the below issues have you reported in the past?

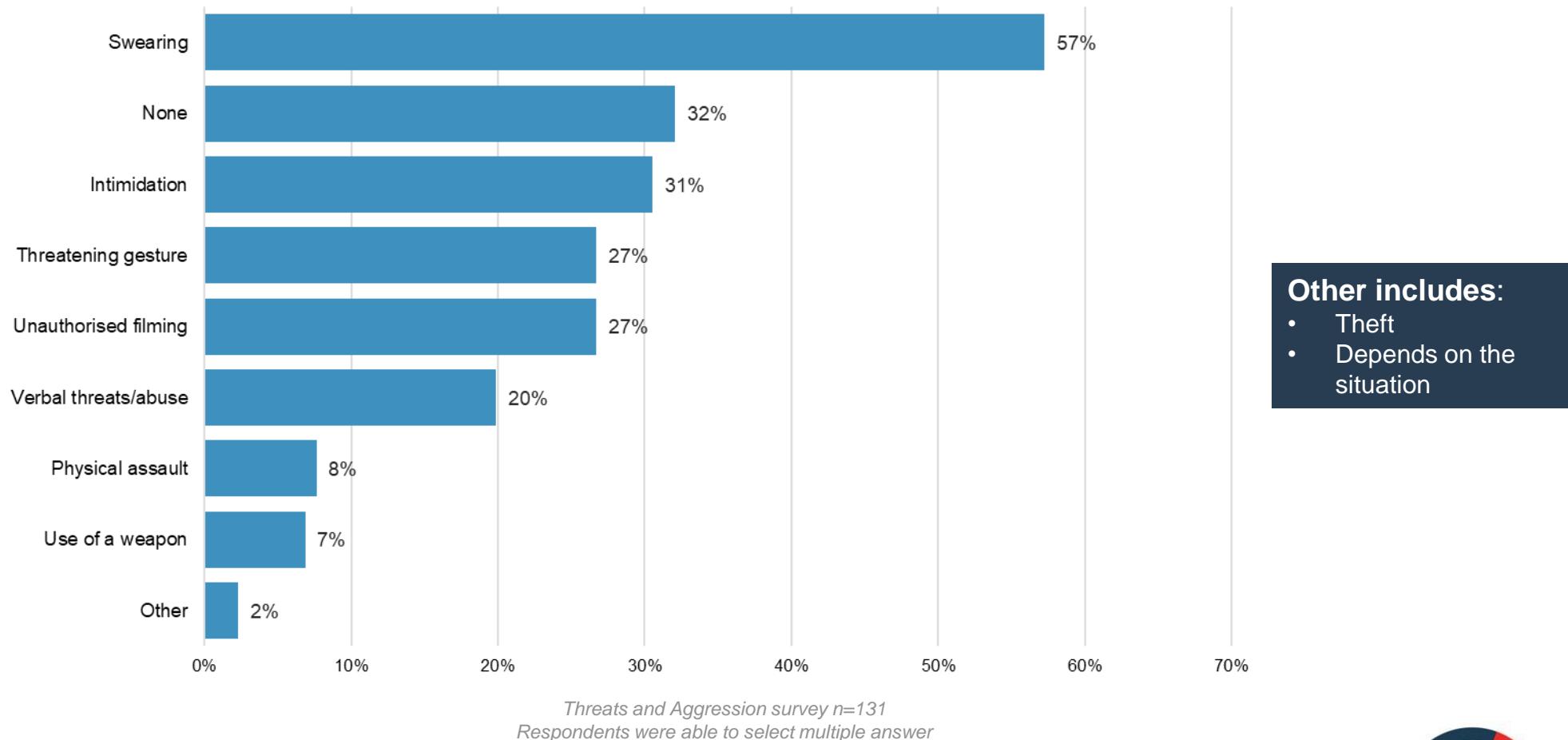


Other includes:

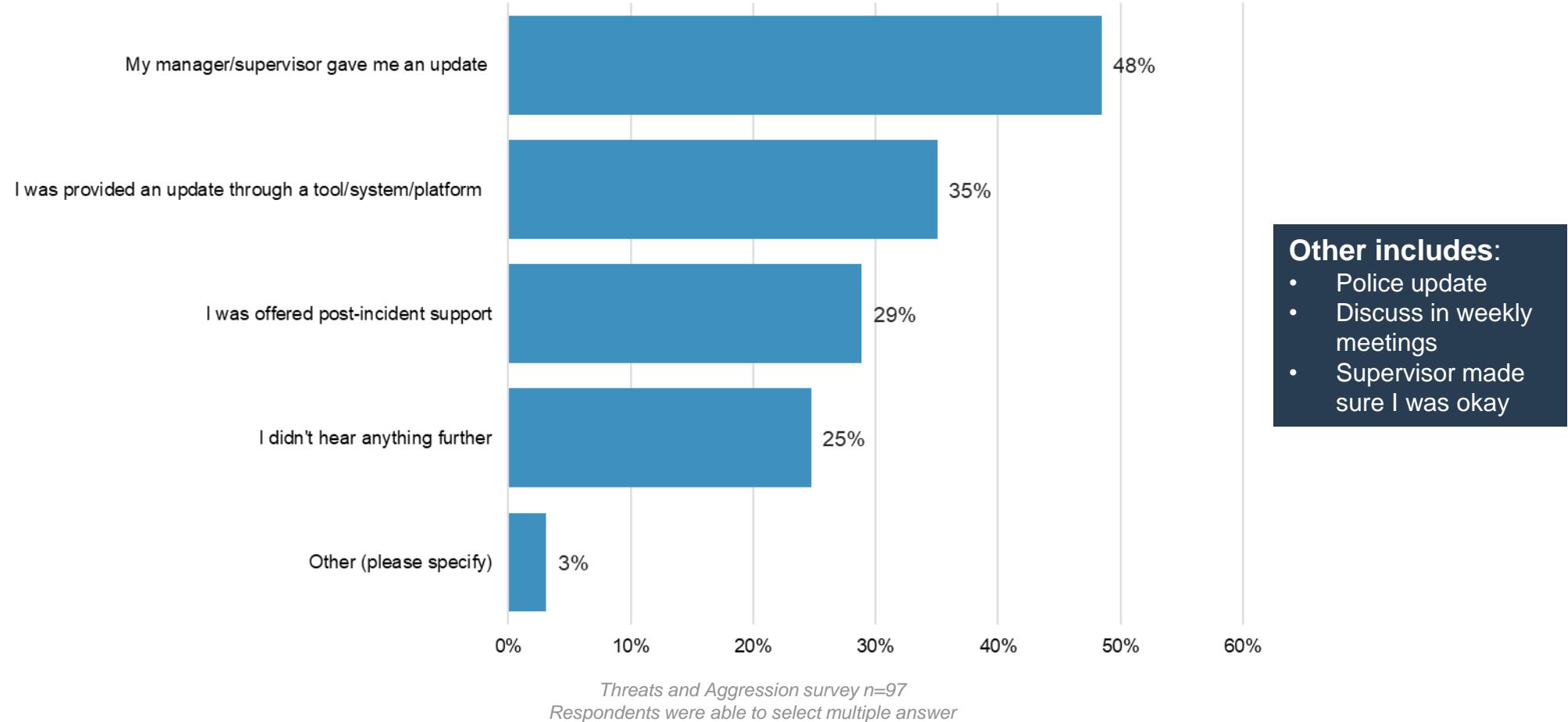
- Dog attack
- Suicidal/depression
- Unnecessary shouting
- Customers with unrealistic expectations

Threats and Aggression survey n=134
Respondents were able to select multiple answer

Are there any of these you wouldn't normally report?



What happened after you reported an incident?



Thank you