

CITY AND COUNTY OF CARDIFF

CODE OF GUIDANCE

VIOLENCE AT WORK

PURPOSE

The purpose of this Code of Guidance is to provide guidelines on reducing the risks of violence at work and advice to employees on recognising, handling and reacting to violence. It should be implemented in conjunction with other Codes of Guidance e.g. Lone Working, Risk Assessment, Peripatetic Employees Working with South Wales Police.

The Code of Guidance addresses the following:

- 1.0 Reducing the Risk of Violence to Employees
- 2.0 Possible Indicators of Violence
- 3.0 Handling of Incidents
- 4.0 Reaction after a Violent Incident

Appendix A – Risk Assessment and Violence at Work

1.0 REDUCING THE RISK OF VIOLENCE TO EMPLOYEES

The following are guidelines on action that should be taken to reduce the risk of violence to employees. They are not exhaustive. The extent to which the guidelines are implemented must depend on the degree of risk. Some of the guidelines are the responsibility of management but others need to be followed by individual employees.

The following areas are addressed:

- 1.1 General practice for Service Areas
- 1.2 Reception and interview facilities
- 1.3 Peripatetic employees
- 1.4 Cash carrying advice
- 1.5 Driving
- 1.6 Using buses
- 1.7 Using trains
- 1.8 Travel on a bike
- 1.9 Using taxis
- 1.10 Travel on foot
- 1.11 Public meetings
- 1.12 Dogs
- 1.13 Staying in hotels

1.1 General Practice for Service Areas

- (i) All Service Areas will assess the risk of violence to employees, take appropriate preventative and protective measures to reduce risks of violence and inform employees of risks identified and preventative and protective procedures to reduce risk of violence. This is in accordance with the Management of Health and Safety at Work Regulations 1999.

Specific guidance on risk assessment and violence at work is given in Appendix A.

- (ii) All Service Areas will assess the training needs in respect of reducing the risk of violence to employees and will ensure appropriate training is provided from within the Service Area or through other sources e.g. Human Resources.
- (iii) Each Service Area (with service user or property files) should devise a system of marking files to identify service users who have exhibited violent behaviour. The system devised should be subject to certain rules as follows:
 - the marking should only be used where those with access to the file will or may have direct contact with the individual in circumstances where there may be a risk from violence;
 - the marking should only be made on the file where there is a clear and recorded case of violence or threatening behaviour;
 - the individual must be informed that the Council has noted an action of violence or threatening behaviour in its records;
 - there must be a system of review every two years so that the marking can be removed if there are no further acts of violence or incidents within a period;
 - the meaning of the mark must be kept confidential and disclosed only to those who have access to the files;
 - departments should be aware that if the marking system is misused or inaccurate then a person could legitimately claim that they have been defamed.
- (iv) If following a violent incident there is considered to be a risk of violence to employees in other Service Areas or other organisations, the Service Area where the violent incident occurred, will notify the Operational Manager, Health and Safety who will notify Service Areas and if appropriate, other organisations.
- (v) Where reasonably practicable, a lone employee should not open or close a building on his or her own. Where keyholders are required to visit a premises out of normal working hours, they should have received advice about working safely alone and out of normal working hours.
- (vi) Where reasonably practicable, there should be more than one employee in a building. If this is not practicable, then a lone employee normally should have access to a telephone and/or personal radio as appropriate. There should be a system to ensure he/she has finished work safely. He/she must be capable of working alone, and should have received advice about dealing with risks involving potential violence and the emergency procedures that should be adopted in the event of an incident.
- (vii) The home telephone number or address of an employee must not be given to unauthorised persons or displayed where they can be seen by the public. If telephoning a member of the public from home, employees should withhold their number from the person being called by dialling 141 before making the call.

- (viii) Employees who frequently come into contact with the public, or who request it, will not be required to display their surname or forename (depending on circumstances) on their identity badges.
- (ix) It may be appropriate in some Council premises to display a notice prominently "No cash held on these premises". Where cash is collected on a premises, consideration should be given to the physical security of the staff and the cash. The minimum necessary cash should be kept by adopting procedures to move cash quickly and safely to more secure zones.
- (x) Adequate lighting should be provided outside every building. In some Council premises it may be appropriate to install video cameras e.g. at high-risk entrances and exits or in car parks.
- (xi) Adequate signage of the facilities can prevent the build up of frustration.
- (xii) Queue management should be clear and well organised with ample status and easy access. In some instances, it is necessary to ensure that staffing levels are appropriate for the task, time of day and level of risk.
- (xiii) In some instances consideration should be given to ensuring that more experienced or less vulnerable staff are used for high-risk tasks and that high-risk tasks are rotated so the same person is not always at risk.
- (xiv) Where the Police are likely to be called to assist from time to time, Service Areas should establish a local relationship with the appropriate Police Officers.

1.2 Reception and Interview Facilities

- (i) Training in dealing with potential violence for receptionists will form an integral part in their Service Area induction training in order to ensure they are familiar with what is expected of them when such incidents are threatened or occur.
- (ii) Reception areas should demonstrate by design and standard that the organisation values those who visit seeking assistance and those who are employed in the area. This can include provision of good seating, attractive decoration, good lighting, toys, etc.
- (iii) No caller should have access beyond the reception area without prior agreement and such access should be kept to a minimum. Where practicable, all callers having access beyond the reception area should be issued with an identification badge and should sign a register. "Coded" security locks can be used to keep the public out of employee only areas.
- (iv) Interview facilities are an important element of accommodation and should be so arranged that they respect the right of service users to privacy and confidentiality, whilst at the same time allow observations from the outside for the protection of staff. Doors should have vision panels. In some instances, half glazed walls may be necessary. In the interview room and reception areas no objects should be left lying around that could be used as a missile or weapon. Desks should be large enough to distance the public and the employee.

- (v) Escape doors from interview rooms should be provided where possible and should be checked every morning by a designated member of staff to ensure they are functional. The doors should open out of the interview room provided this does not contravene requirements in respect of means of escape in the event of a fire.
- (vi) Every situation should be assessed to determine whether at least two members of staff should be present at an interview. In exceptional circumstances where the risk of personal violence is high, staff should contact the individual by letter or telephone, i.e. not in person.
- (vii) Alarm systems should be located where appropriate in an unobtrusive position where they can easily be activated. The alarm must be tested every morning by a designated member of staff (unless connected to a Police Station in which case an alternative testing procedure should be established). There must be a documented procedure for responding to the alarm, which must be known by all staff. All employees in a particular building should know what is expected of them if an alarm is activated.
- (viii) A designated member of the staff should check interview facilities at the end of each working day.

1.3 Peripatetic Employees

- (i) Personal alarms should be issued where appropriate. Use should be made also of personal radios or mobile telephones in certain situations.
- (ii) At least one office or work based person should know the appointments or work rotas of any employee working away from their base. Where appropriate, a diary or work rota should be available in a conspicuous position. Where appropriate contact telephone numbers should be available.
- (iii) Procedures should be introduced by Service Areas in order to ensure in appropriate circumstances, that employees who have been working away from their base or have no base have finished work without incident.
- (iv) The risk of violence on site should always be considered. If there is a possibility of violence, then as appropriate the visit must be made by at least two officers or the member of the public should be seen in the office or a Police Officer should be requested to accompany the Council employees.
- (v) When visiting premises employees should:
 - take only a minimum of things into the premises;
 - check to whom they are talking;
 - remember they are a "visitor";
 - be aware of the "escape route";
 - be alert;
 - leave if there are problems without conducting their business;
 - avoid reacting to the premises (e.g. if it is dirty).

1.4 Cash Carrying Advice

- (i) In certain circumstances to avoid risk of violence to County Council employees, it may be most appropriate to employ a Security Company.

- (ii) The routes should be surveyed before use and vulnerable spots noted so that extra vigilance can be exercised as necessary. Special vigilance should be employed at the start or finish of the journey, which is where most attacks occur. Frequent changes of times and route should be considered. Use of a busy route is preferable to a quiet one where practicable.
- (iii) An escort should be considered when large amounts of money are being moved. The carrier normally should be on the side of the road facing the on-coming traffic thereby reducing the risk of a surprise attack from behind. Any escort should walk a few yards behind. The carrier should know the location of public telephones and the identity of trades people en route in case of emergency.
- (iv) Consideration should be given to use of a cash-carrying case, alarm bag or dummy bag. Fastening cash cases to the body can increase the risk of injury being caused to the carriers. Special care is needed when using a night safe. Any escort should stand with his/her back to the safe to observe the surrounding area.
- (v) Where appropriate a car should be used to transport the money rather than employees walking. If challenged, a carrier of money must give it to the assailant and not try any heroics.

1.5 Driving

- (i) Vehicles should be in good working order and there should be adequate fuel for the journey. Where appropriate, employees are advised that they should provide the following in their vehicles:
 - map (to save stopping and asking for directions)
 - torch
 - personal attack alarm
 - coins and a 'phone card' in case of emergencies.
- (ii) If possible, routes should be planned to avoid lonely or quiet roads. If driving outside Cardiff, someone should know the route and estimated time of arrival.
- (iii) Briefcases, handbags and other valuables should not be left visible inside the vehicle. They should be locked in the boot, left under a seat or in the glove compartment. When driving windows should be kept closed and doors locked, as much as possible. Employees should not pick up hitchhikers.
- (iv) If the vehicle is about to breakdown, try to stop in a well-lit public place or near to a telephone. If this is not possible, park on the nearside, close all windows, lock all doors and switch on the hazard warning indicators.
- (v) On a motorway it is generally safer not to stay in a vehicle as there is a danger of other vehicles colliding with it. If however, you stay in a vehicle, sit in the front passenger seat as this helps create the impression that you are not alone. If you breakdown on a motorway, go to an emergency telephone. Distance and direction markers on the near side hard shoulder will indicate the location of the nearest telephone. If you are a woman on your own, tell the controller and they will alert a police car to check you are safe.

- (vi) If anyone offers help, ask for identification. If not satisfied, stay locked up in the car and ask the person to contact the emergency services. If someone tries to force the vehicle doors or windows, flash the lights and sound the horn. If anyone tries to force down a partially open window, retaliate by hitting his/her hand with anything available e.g. a shoe, or by trying to close the window.
- (vii) If you get lost, go to a very public place, e.g. a police station, corner shop, pub or garage, and ask for help.
- (viii) Lock your vehicle whenever you leave it. If parking in daylight, consider what the area will be like in darkness - if you are stopping that long. Park in well lit areas wherever possible. When returning to a vehicle always check that no one is in it. Take particular note of the rear seats. Have your keys ready so you can slip into the vehicle quickly.
- (ix) If you see an incident or an accident, or someone tries to flag you down, think first - is it genuine? If you think you are being followed, keep driving until you come to a busy place e.g., a police, fire or ambulance station, pub or garage forecourt.
- (x) If a vehicle pulls alongside you at lights or at a road junction and the occupants try to attract your attention, ignore them and do not make eye contact. If a vehicle travels alongside you at the same speed, slow down and let it pass. If the driver persists, drive to a busy place.
- (xi) If a vehicle pulls up in front of you and causes you to stop, stay calm, never turn off the engine. If the driver leaves his/her car and approaches you, reverse as far as possible. If it is not possible to drive away, activate hazard lights and sound the horn continuously, whatever the time of day or night.

1.6 Using Buses

- (i) Be clear about the journey you are to take, particularly in the dark or in unfamiliar areas, and be punctual to reduce waiting time. Check departure and arrival times.
- (ii) Try to queue at a bus stop where there are likely to be people around. When waiting for a bus in the dark, try to stand in a well-lit place near groups of people.
- (iii) On a bus, sit near the driver and choose an aisle seat. On a double decker the lower deck is safer. If you talk to anyone on a bus, do not give personal details such as where you live or work.
- (iv) If you know you are likely to be alone when you get off a bus at a remote destination or in the dark, try to arrange for someone to meet you.

1.7 Using Trains

- (i) Wait for a train in a well-lit place near groups of people. Do not hesitate to alert the guard, conductor or any railway official if you feel threatened by another passenger.

- (ii) Note the position of the cord or alarm when you get on the train. Do not be afraid to pull the communication cord or alarm. No one will blame you for a genuine mistake. If you can, wait until the train pulls into a station before pulling the cord - help is more easily available at a station.
- (iii) Avoid travelling in compartments with no access to corridors and other parts of the train. Sit in a compartment where there are lots of people. If you feel uncomfortable with other passengers, move to another carriage or the buffet car at the next station. If you have a handbag, briefcase or personal computer put it under your arm, away from the aisle or corridor.
- (iv) If you are molested on a crowded train or there is an incident, seek to report it straight away.

1.8 Travel on a Bike

- (i) Keep your cycle and lights in good working order. Have a piercing horn. Wear bright clothing, bright strips and a helmet.
- (ii) Plan your route before leaving. Avoid alleyways and subways if possible.
- (iii) Do not wear a personal stereo while cycling.

1.9 Using Taxis

- (i) Ensure you use a Hackney Carriage licensed by a Council or the police in London. A license plate will be displayed on the outside and the licence number on the inside.
- (ii) Note the driver's badge number and report any problems to the owner of the taxi company or the police. In any conversation with the driver, do not give personal information. If you feel uneasy with the driver, ask to stop at a busy, familiar place and get out.
- (iii) Have money ready when you arrive at your destination. Have your door keys readily available in a pocket so you can enter your home quickly.

1.10 Travel on Foot

- (i) Plan your journey in advance and avoid giving the impression that you do not know where you are going. Wear shoes and clothing that are easy to walk and run in. Do not use a personal stereo - you will not hear trouble approaching. Valuables such as wallets and purses should be kept securely. Try to keep both hands free.
- (ii) Where possible use a bag that will go over your head and shoulder, or wear a small one across your body under a jacket or coat, or a shoulder bag with a short strong strap and good fastenings. Make sure it sits close to your body with the fastenings next to you.
- (iii) Avoid deserted places, dark buildings, bushes, waste ground, car parks and alleyways. Be aware of concealed entrances and poorly lit areas. If you have to wait around, choose a well lit, busy area and look confident and positive.

- (iv) Give parked cars a wide berth. Be wary of vehicles with engines running and people sitting in them. If a vehicle pulls up suddenly alongside you, turn and walk in the other direction - you can turn much faster than a car.
- (v) Avoid crowds. Try to go round them, especially if they are juveniles. Be wary of people jostling you or becoming an obstacle. Try never to walk through a subway on your own.
- (vi) If the street is deserted, walk down the middle of the pavement. Face on coming traffic to avoid kerb crawlers and remain alert to your surroundings. Make a mental note of pubs, garages and public places which may be useful should you think you are being followed.
- (vii) At night, do not use a torch unless absolutely essential. It is better to let your eyes become accustomed to the dark. A torch could indicate your presence to a potential assailant.
- (viii) When walking try to look confident; walk with a sense of purpose; radiate non-vulnerability. If you think you are being followed, trust your instincts and take action. As confidently as you can, cross the road, turning as you do, to see who is behind you. If he/she crosses too, re-cross again and again. Keep moving and make for a busy area. Beware of a stranger who warns you of walking alone - and then offers to accompany you.
- (ix) If you think you are about to be attacked, use your voice, shout a positive instruction such as 'phone the police'. Be prepared to give up your bag or briefcase if snatched.

1.11 Public Meetings

- (i) Where employees attend public meetings, both in Council premises and in premises not owned/occupied by the Council, regard should be had to the possibility of violence. Consideration should always be given to the need for more than one employee to be present. This is of particular importance at meetings held outside 'normal' working hours and attention should be given to telephone and travel arrangements.

1.12 Dogs

- (i) If an employee thinks a member of the public may encourage a dog to behave aggressively he or she should ask the person to remove the dog to another place. If the person refuses, consideration should be given to terminating the interview and arrangements made for a further meeting on Council premises.
- (ii) Where employees visit premises other than those occupied by the County Council during the course of their duties, consideration should be given to the issue of a dog deterrent. Properties should be approached by the front entrance to avoid confronting dogs in rear yards.

1.13 Staying in Hotels

- (i) Park nearby, in a well-lit area where you and your vehicle can be seen. At reception, try to avoid other people overhearing your name and room number. Try to avoid rooms that are accessible from outside, such as ground floor rooms.

- (ii) If there is a safety chain on the door, or a lock preventing access with a pass key, use it. Use a door alarm, if you have one. If you would rather not be seen dining alone, order your meal in your room.
- (iii) Only go to other people's rooms if you are absolutely sure you will be safe. Never invite people to your room unless you know you will be safe with them.
- (iv) If you hear any disturbances, stay in your room and telephone for help. Do not wander in hotel grounds after dark.

2.0 POSSIBLE INDICATORS OF VIOLENCE

2.1 All employees should be aware of indicators that suggest that a violent situation may arise. Signs which people project can often act as warnings of impending violent actions.

2.2 These signs include: -

- Restless behaviour involving pushing noisiness and jostling.
- Deliberate provocative conduct (e.g. name calling).
- A person being unnaturally quiet and withdrawn or alternatively excitable and boisterous (A noticeable behavioural change from the norm.)
- Attention seeking conduct (if ignored).
- Over sensitive reaction to correction or instruction.
- A feeling of heightened tension.
- Threatening conduct, verbal abuse.
- Person under the influence of alcohol, drugs or solvents.
- Person may be tense and agitated.
- Voice pitch and volume may increase.
- Person may reply to questions abruptly very often with gesticulations.
- Pupils may become dilated.
- Indication of hidden weapon.
- Signs of muscular tension in the face and limbs.
- Presence of a 'minder' or 'fierce' dog.
- Deliberate silence.

- 2.3 One sign should never be considered in isolation. Always consider the entire situation. Previous history of violence or mental health problems should always be considered.

3.0 HANDLING OF INCIDENTS

- 3.1 At all times the employee must remember his/her own safety is paramount.
- 3.2 Guidelines can never cover every eventuality. The reality is that employees, whatever their level of responsibilities or duties, must use their experience, skills and above all their judgement when faced with an aggressive and threatening person or group of persons. The following are standard guidelines which should assist in the handling of potentially or actual violent incidents.
- 3.3 Put a sizeable object (e.g. table) between the potential assailant and yourself. Keep the door/escape route clear. Carefully remove any potential weapons (e.g. scissors), if they haven't already been removed pre-interview.
- 3.4 Adopt a calm, reasoned and reassuring attitude. Try and signal non-aggression. Speak gently, slowly and clearly. Do not argue. Avoid an aggressive stance - crossed arms, hands on hips, wagging finger or raised arm. Turn sideways to be non-confrontational.
- 3.5 Observe the person at all times. Ensure no provocation - straight discussion of the problems. Work on the positive if possible. Remember that the person is probably feeling concerned and may be looking for ways out. Maintain distance and watch for sudden changes of response. Do not threaten in any way. Avoid looking down at a person.
- 3.6 Ensure slow movements and avoid sudden moves. Use appropriate eye contact. Do not encroach on the person's space. Never put a hand on someone who is angry.
- 3.7 Bear in mind information known about the particular person. Explain you represent the Council and that you are doing a job. Explain that there is an official complaints procedure to follow. If a problem arises, attempt to introduce a more familiar member of staff, or one not involved in the immediate conflict. Disperse any onlookers if this is appropriate but not if it will inflame the situation.
- 3.8 If the situation escalates and control is being lost, call for assistance. Withdraw but never turn your back. If threatened with a weapon, the assailant should be asked quietly but firmly to put it down but no physical attempt should be made to disarm the person.
- 3.9 If a person is actually damaging property, he/she should be left to get on with it and the police contacted.
- 3.10 The use of physical restraint to repel violence is, in law, perfectly acceptable, subject to the qualification that the restraint must only entail reasonable force, i.e. sufficient force to stop the attacker or prevent injury to the victim. It should be no greater and courts expect retreat wherever possible. If the choice is between hitting the attacker and running away, an employee should run away. There are very few occasions when the only way a person can protect him/herself is by harming the other person but, if this is necessary, "self defence" is a defence at law.

4.0 REACTION AFTER A VIOLENT INCIDENT

4.1 A violent incident is always a sudden frightening experience and is usually unpredictable.

4.2 Each individual will react to a violent incident differently and will cope differently. Some people will be relatively unaffected and exhibit little or no reaction, while other will have reactions of varying severity. Symptoms of distress are normal; it is the experience which is abnormal. Reactions to the shock of an incident include:

- anger
- mistrust of people
- fear and anxiety attacks
- feelings of helplessness, isolation, frustration, vulnerability, guilt, inability to express affection and being detached
- loss of confidence, loss of concentration and sometimes loss of memory
- re-living the incident through intrusive thoughts and images, nightmares, flashbacks or intense distress at real or symbolic reminders of the incident
- avoidance actions by keeping busy and avoiding situations that act as a reminder of the event
- physical symptoms might include sleeping difficulties, loss of appetite, trembling or outbursts of crying, increased irritability and aggression, over alertness, panic attacks.

4.3 The following statements illustrate the impact of violence:

"I panic each time I see someone who looks like the attacker"

"I cannot face going back to work, I feel physically sick"

"I still have nightmares about the attack"

4.4 Many victims want to avoid contact with others and do this by withdrawing. Friends/colleagues of a victim can help against this avoidance.

4.5 There will be people who blame the victim for their misfortune, and these people will say how it was the fault of the victim, using the benefit of hindsight. There is little the victim can do to protect him/herself from the hurt of this, except for recognising it as a universal phenomenon, and not specific to the victim.

4.6 Worse than the criticism of others, the victim will criticise him/herself, again using hindsight. This should be treated the same as the criticism of others. However, the victim should draw his/her own lessons from the incident and learn by them; this does not mean he/she has to dwell on any mistakes he/she may have made. The victim should feel able to say what would help him/her most.

4.7 As the manager of a victim, a useful approach is to talk to the person concerned as soon as he/she is ready after the incident. This has a function of obtaining valuable information, providing support and making the victim feel (realistically) a useful part of the team. As the manager of a victim, do not feel afraid to ask whether he/she wishes to go straight back to the same job as before.

RISK ASSESSMENT AND VIOLENCE AT WORK

1.0 Introduction

- 1.1 The Management of Health and Safety at Work Regulations 1999 require every employer to make a suitable and sufficient assessment of the risks to the health and safety of employees to which they are exposed whilst at work. This includes assessing the risks of violence to employees. It is the responsibility of each Head of Service to ensure appropriate risk assessments are carried out.
- 1.2 Risk assessment in respect of risk of violence to employees can be summarised thus:
- (i) Look for the hazard i.e. look at the potential for harm - people.
 - (ii) Identify the risk i.e. the likelihood of the harm being realised - people being violent to employees.
 - (iii) Search for and implement preventative measures to reduce or eliminate the risk.
 - (iv) Check that the measures work.
 - (v) Review regularly.
- 1.3 The process of risk assessment should be practical and should involve employees, managers and trade union representatives.

2.0 Putting the Principles into Practice

- 2.1 Look for the hazard. Be systematic, look at all risks to personal safety. Ensure the level of detail in risk assessment is proportionate to the risk. It is not necessary to catalogue every individual hazard. Employers are not expected to anticipate hazards beyond the limits of current knowledge.
- 2.2 Ensure all groups of employees who might be affected are considered and consulted e.g. 9 to 5 employees, part time and/or out of normal hours employees, employees who work away from their normal base or have no base, and contractors, etc.
- 2.3 Identify employees who may be particularly at risk e.g. peripatetic employees, employees working in the evening/at night, lone workers, reception employees, employees handling cash etc.
- 2.4 Take account of existing preventative and precautionary measures e.g. personal alarms, panic buttons, escape doors, adequate lighting, CCTV, signage, two employee visiting, diary systems, work rotas etc. Monitor to ensure that they are working properly and take action need to ensure they are maintained.

3.0 Identify the Risk

3.1 Talk to employees, carry out a survey, analyse incident report forms, use knowledge of working systems and procedures to determine if there is a risk.

3.2 Consideration should be given to the following matters:

- (i) particular jobs or tasks e.g. reception duties, working in other peoples' homes or premises, securing premises;
- (ii) working practices e.g. signing in of visitors, diary systems, checking in at the end of the day, use of identification badges, security procedures when working late, travelling in the line of duty;
- (iii) use of security equipment e.g. personal alarms, panic alarms, mobile telephones, two way radios;
- (iv) physical environment e.g. areas for the public, interview rooms, control of public access, exterior lighting, exterior and interior design etc.
- (v) work organisation e.g. job rotation, training for carrying out the job, training for dealing with violence, sufficient staff levels, arrangements with contractors etc.
- (vi) what actually happens in the workplace e.g. members of the public having the opportunity for unauthorised access to office areas.

4.0 Preventative Measures

4.1 Some measures are included in the Code of Guidance but consider in particular:

- (i) physical environment - the outside environment, access control, reception/interview facilities, counters, use of CCTV, signage, etc;
- (ii) work practices - peripatetic employees, lone workers, locking/unlocking of buildings, cash collection, task of keyholders, sharing of information, use of portable telephones/radios, queue management, evening/night working, procedures in event of violent incident, incident reporting system, etc;
- (iii) work organisation - staffing levels, job rotation, employee training (re: job itself and violence), commitment to reduce violence, consultation procedures, communication systems etc.

4.2 Checks should be carried out to ensure that measures work. These could be achieved by the following arrangements:

- (i) talking to employees;
- (ii) surveying employees through questionnaires;
- (iii) physically checking measures;
- (iv) investigating incidents.

4.3 The arrangements should be reviewed periodically for their effectiveness by considering:

- (i) number of incidents over a given period;
- (ii) number of working days lost as a consequence of violence;
- (iii) number of notifications to the Health and Safety Executive;
- (iv) operational experience of those employees who are particularly vulnerable;
- (v) need to improve measures/change working practices;
- (vi) view of employees;
- (vii) employee turnover related to fear of violence;
- (viii) compensation claims.