

Customer Aggression Management Plan

SAMPLE

Table of Contents

Purpose and Scope	4
Definitions.....	4
Roles and Responsibilities.....	5
Officers (e.g. Directors, Senior Executives).....	5
Managers and Supervisors.....	5
Workers.....	5
Health and Safety Representatives (HSRs).....	6
WHS Advisors / HR / Security Coordinators	6
Legislative and Standards Framework.....	6
Risk Management Process	7
Hazard Identification	7
Risk Assessment.....	7
Risk Assessment Checklist.....	8
Hierarchy of Controls for Customer Aggression	8
Elimination and Substitution	9
Engineering and Environmental Controls	9
Administrative Controls.....	9
Personal Protective Equipment (PPE).....	10
Customer Aggression Policy Statement.....	10
Procedures for preventing Customer Aggression	11
Environmental and Service Design.....	11
Staffing and Rostering.....	11
Communication of Expectations to Customers	12
De-escalation and Safe Interaction Procedures	12
General Principles.....	12
Step-by-Step De-escalation Procedure	12
Additional Considerations for Specific Sectors	13
Refusal of Service and Withdrawal from Interaction.....	13
Criteria for Refusal of Service.....	13
Procedure for Refusing Service.....	14

Worker Right to Withdraw.....	14
Emergency Response to Serious Incidents	14
Serious Incident Definition.....	14
Immediate Response Actions	14
Post-Incident Actions.....	15
Incident Reporting and Investigation.....	15
Reporting Requirements	15
Investigation Process	15
Corrective and Preventive Actions.....	16
Support for Affected Workers	16
Training, Information and Instruction.....	16
Training Requirements	16
Training Record Checklist	17
Consultation and Communication	17
Monitoring, Review and Continuous Improvement.....	18
Customer Aggression Risk Register Template	18
Incident Report Checklist	18
Implementation Checklist for Managers.....	19
Document Control	19

SAMPLE

Purpose and Scope

This Customer Aggression Management Plan sets out how [Company Name] will prevent, manage and respond to customer aggression, threats and violence in order to protect workers, contractors, volunteers and others from harm. It forms part of [Company Name]'s Work Health and Safety (WHS) management system and supports our duty of care under Australian WHS legislation.

Customer aggression can occur in any interaction with members of the public, clients, patients, residents, patrons or visitors. This plan applies to all operations of [Company Name], including:

- Retail and wholesale stores, warehouses and distribution centres
- Hospitality venues, bars, clubs, restaurants, cafes and event spaces
- Disability and aged care services, including in-home, residential and community settings
- Security services, crowd control, patrols and concierge roles
- Office and corporate environments including reception, call centres and customer service teams

The plan covers:

- Identification and assessment of customer aggression risks
- Control measures to eliminate or minimise those risks
- Incident response including de-escalation, withdrawal and emergency procedures
- Incident reporting, investigation and follow-up
- Training, consultation and communication
- Monitoring, review and continuous improvement

Definitions

For the purposes of this plan:

- **Customer** includes any member of the public, client, resident, patient, patron, visitor, contractor or other person who is not a worker of [Company Name] but interacts with workers.
- **Customer aggression** means any behaviour by a customer that is abusive, threatening, intimidating or violent, whether verbal, physical or written (including electronic communications and social media).
- **Occupational violence** refers to incidents where workers are abused, threatened or assaulted in circumstances arising out of, or in the course of, their work.
- **Psychosocial hazard** means a hazard that arises from, or relates to, the design or management of work, the work environment, plant at a workplace or workplace interactions or behaviours that may cause psychological harm.

- **Reasonably practicable** has the meaning given in WHS legislation, considering the likelihood of the hazard occurring, the degree of harm, what the person knows or ought reasonably to know, availability and suitability of controls, and the cost of controls.

Roles and Responsibilities

Officers (e.g. Directors, Senior Executives)

Officers of [Company Name] must exercise due diligence to ensure that [Company Name] complies with its WHS duties in relation to customer aggression. This includes:

- Ensuring that appropriate resources and processes are provided to identify, assess and control customer aggression risks
- Verifying that customer aggression controls are implemented, monitored and reviewed
- Receiving and considering information on customer aggression incidents, trends and corrective actions
- Supporting the integration of this plan into strategic and operational planning

Managers and Supervisors

Managers and supervisors in retail, hospitals, disability and aged care, security, and office-based operations must:

- Implement this plan in their areas of control
- Ensure that customer aggression risks are identified and assessed for all tasks, shifts and locations
- Consult with workers, Health and Safety Representatives (HSRs) and, where applicable, union delegates on customer aggression matters
- Ensure that appropriate control measures are in place, maintained and communicated (e.g. staffing levels, layout, security measures, procedures)
- Provide and facilitate training, information and instruction on customer aggression prevention and response
- Respond promptly to incidents, support affected workers and ensure that incidents are reported, recorded and investigated
- Escalate serious or systemic issues to senior management and WHS advisors

Workers

All workers, including permanent, casual, labour hire, contractors and volunteers, must:

- Take reasonable care for their own health and safety and that of others who may be affected by their actions or omissions

- Follow this Customer Aggression Management Plan, safe work procedures and any reasonable instruction given by [Company Name]
- Participate in training and refresher sessions on customer aggression, de-escalation and emergency procedures
- Report hazards, near misses and incidents of customer aggression promptly, using the agreed reporting systems
- Use provided controls and equipment (e.g. duress alarms, communication devices, secure counters, PPE where relevant)
- Refrain from retaliatory, provocative or unsafe responses to customer aggression

Health and Safety Representatives (HSRs)

Where HSRs are in place, they should:

- Represent workers in consultation on customer aggression risks and controls
- Assist in reviewing risk assessments, incident data and proposed changes to work practices or environment
- Monitor the effectiveness of this plan and raise concerns with management
- Participate in investigations and WHS committee discussions related to customer aggression

WHS Advisors / HR / Security Coordinators

Depending on [Company Name]'s structure, these roles may:

- Provide expert advice on psychosocial hazards, customer aggression and security controls
- Assist with risk assessments, incident investigations and trend analysis
- Coordinate or deliver specialised training (e.g. breakaway techniques for security staff, trauma-informed care for disability and aged care)
- Liaise with external parties such as police, regulators, landlords and venue operators

Legislative and Standards Framework

This plan is designed to support compliance with relevant Australian WHS laws and guidance, including (as applicable in each jurisdiction):

- Work Health and Safety Act and Regulations (or equivalent OHS legislation in Victoria and WA)
- Codes of Practice and guidance on:
 - Managing psychosocial hazards at work
 - Preventing and responding to occupational violence and aggression
 - Managing the work environment and facilities