

DRAFT

TfL Work-Related Violence and Aggression Strategy

Our vision is that we eradicate violence and aggression against our people through strong leadership, preventing incidents, supporting our people; learning and improving.

Table of contents

1.	Introduction	3
2.	Context	5
3.	Challenge – what do we know about violence and aggression against our people	6
4.	Vision and leadership	10
5.	Prevent work-related violence and aggression	12
6.	Support our people	15
7.	Learn and Improve	18
8.	Measuring our success	20
	Appendix A: Pan-TfL Work-related Violence and Aggression Framework	23

I Introduction

Our people and trade unions have told us that they are concerned about the level of violence and aggression they are facing at work and the inconsistency in support for staff who are victims. This makes our people feel unsafe and affects their wellbeing, confidence, job satisfaction and motivation to provide excellent customer service and deliver a world class transport network.

We are committed to eradicating violence and aggression against our people, tackling the causes and providing the best support to our people who experience this and continually learning and improving our approach to keeping our people safe. We will continue working with our Policing partners to catch and prosecute offenders and ensure there are consequences for their actions.

- 1.1 As an organisation we view any level of work-related violence and aggression against our people as too high. Our people have the right to work without fear of being assaulted, abused or threatened. They should never accept this as part of their jobs. Despite significant efforts to improve safety, our people continue to be at risk of work-related violence and aggression. More needs to be done to ensure that our people are safe and that they feel safe and supported.
- 1.2 We have actively engaged with our operational and customer-facing people, including the workforces of our operators and contractors, and with trade unions to better understand their experiences of work-related violence and aggression and how being a victim affects them and their colleagues, and the travelling public/our customers. This has helped to shape a new organisational approach to work-related violence and aggression with a strong emphasis on preventing incidents from occurring in the first place; and improving the support we give to our people when they are a victim.
- 1.3 We are united with the Mayor, our operators and contractors, and the trade unions in wanting to do more for our people. This has led to the development of this first pan-TfL strategy which aims to eradicate work-related violence and aggression. This vision is in line with our commitments to Vision Zero and eliminating harm to all those that work or travel on our network.

Defining work-related violence and aggression

- 1.4 Work-related violence and aggression is any incident in which a person is abused, threatened or assaulted in circumstances relating to their work. Incidents where the person is targeted outside of work because they are seen to work on the transport network are also included. Work-related violence and aggression can take many forms including physical assault, spitting, verbal abuse, threatening behaviour, hate crime and sexual offences. It can occur in person, over the phone, in writing and through social media.

Current work-related violence and aggression activities

- 1.5 This strategy builds on the work already underway to tackle work-related violence and aggression by TfL, our operators and contractors and our police partners.
- 1.6 TfL invests over £150m per annum in dedicated policing for our transport system. Our rail operators also contribute directly to the costs of policing their networks. This provides for around 3,000 police and police community support officers in the British Transport Police (BTP), City of London Police and the Metropolitan Police Roads and Transport Policing Command who are working alongside our own crime reduction, revenue, compliance and enforcement staff, to keep our people and passengers safe.
- 1.7 There are a wide range of measures in place to reduce the risk of assault and improve the safety of our people. These include risk assessments, staff safety and conflict avoidance training, guidance, emergency communications, spit kits, targeted problem-solving plans to tackle the triggers of work-related violence and aggression, body worn video, streamlined reporting systems, marketing and communication campaigns and our dedicated workplace violence support teams.
- 1.8 A review of our approach to tackling work-related violence and aggression identified pockets of best practice in preventing work-related violence and aggression and supporting our people, but overall found that our approach was inconsistent across the organisation was un-coordinated and the level of resources and effort did not match the extent of the risk.
- 1.9 This strategy will clearly identify what works and embed that across the organisation as part of a 'safety assurance' framework, co-ordinated with the existing safety management frameworks embraced across TfL.

Purpose of this strategy

- 1.10 This strategy takes an organisation-wide approach to eradicating **work-related** violence and aggression. Through strong leadership and working in partnership with our trade unions, our people, our operators and contractors and the police, we will prevent violence and aggression, better support our people and continually learn and improve how we do this.

Scope of this strategy

- 1.11 The strategy covers all our people, including those who work directly for TfL, those who work for our operators under the TfL roundel, those who work for our contractors and those we regulate to provide transport services. We will work closely with our operators and contractors to ensure that we put the safety of our people and our customers first.

	TfL directly employed staff	Staff of our operators (under the roundel)	Staff of our contractors	Regulated transport providers
Number	C13,000	C29,000	C1,000	C107,000
Example roles	LU customer service assistants, Train operators, revenue inspectors, bus station controllers, operational officers, renewals, enhancements and major projects, Dial-a-Ride staff, call centre assistants, consultation and engagement	Bus drivers, staff working for our train, tram and river operators /concessions, Emirates Airline	Cleaners, security, cycle hire, construction and highways contractors	Taxi drivers and private hire drivers
TfL's responsibility	<p>We will meet our obligations as an employer under Health and Safety at Work Act (HSWA) 1974.</p> <p>We will work with the police and our partners to prevent incidents.</p> <p>We will provide our people with the training, guidance, personal safety equipment to do this and make it easier to report incidents if they do happen.</p> <p>Following an incident, we will support our people and enable their managers to support physical and mental recovery.</p> <p>We will support police investigations, bring offenders to justice, including accompanying them to court.</p>	<p>We will work with our concessions/operators, the police and our partners to prevent incidents.</p> <p>We will encourage our operators to provide their staff with training, personal safety equipment and make it easier for them to report incidents if they do happen.</p> <p>Following an incident, we will help our operators to support their staff through their recovery and police investigation and the judicial process.</p> <p>We will share learning and best practice on prevention and support activities to drive forward our ambition of eradicating violence and aggression.</p>	<p>We will work with our contractors, the police and our partners to prevent incidents.</p> <p>We will encourage our contractors to provide their staff with training, personal safety equipment and make it easier for them to report incidents if they do happen.</p> <p>Following an incident, we will work with our contractors to support their staff through their recovery, police investigation and the judicial process.</p> <p>We will share learning and good practice on prevention and support activities.</p>	<p>We will provide licensees with guidance on strategies for reducing the risk of violence and aggression; how to report incidents to the police; and information on the judicial process.</p> <p>We will use our regulatory powers to support drivers to work in a safe environment.</p>

2 Context

- 2.1 Our operational and customer-facing people and trade unions tell us that concerns over work-related violence and aggression are rising. Our own data shows that in Quarter 2, 2019/20 there was a 23 per cent increase in reports of aggression and abuse towards our people compared to the same period last year. This should be read in the context of rising violent crime in London and across the UK and what has been perceived as an increased normalisation of intolerance in society. The issue therefore is not new, and is not specific to the transport sector.
- 2.2 For example, the NHS has recently announced its strategy to better protect the NHS workforce against deliberate violence and aggression from patients, their families and the public. The National Police Chiefs' Council, on behalf of all chief constables, has commissioned an urgent review of officer safety after recent serious attacks on police officers and a recorded national increase in officer assaults. The Rail Delivery Group and the BTP have established a national work-related Violence Strategic Group with representation from TfL and train operating companies to reverse the upward trend in work-related violence and aggression against rail staff. We will work with and learn from these organisations about how to best protect and support our people.
- 2.3 The safety of our workforce and our customers is our highest priority. The [Mayor's Transport Strategy](#) recognises that being safe and feeling safe when travelling around London should be a right for everyone and sets out investment in new infrastructure, service enhancements and staff training to develop a safer and more secure public transport system. [Vision Zero](#), a key Transport Strategy ambition, seeks to eliminate deaths and serious injuries on the transport network with a shared responsibility to reduce danger and the fear it creates. The Vision Zero approach applies both to users of the transport network and to people working on the network.
- 2.4 Across our organisation we are working to improve the safety and security and wellbeing of our people. This strategy aligns with our 'Everyone home safe and healthy every day' health and safety strategy, our wellbeing strategy and our customer strategy. These strategies all have a shared aim of looking after our people and making the transport system a safer and more pleasant place to work and travel. We have a legal duty under Health and Safety at Work Act (HSWA) 1974¹ to protect our employees from stress at work by assessing risks, including the risk of violence, and acting on this assessment. Experience of violence and aggression at work is a key contributor to stress. We also have a legal duty under section 17 of the Crime and Disorder Act to prevent crime and disorder as we exercise our functions. Threats to our staff, and the anti-social behaviour that is the common trigger for work-related violence, cast a shadow over our transport system and deter more people from using our networks.

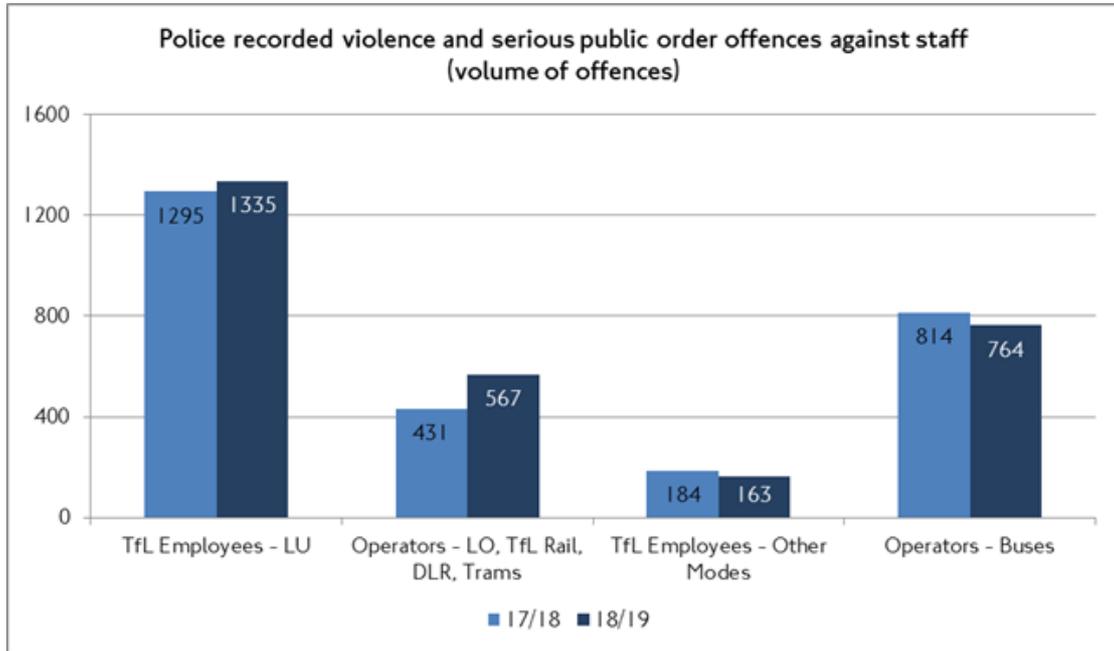
¹ <http://www.hse.gov.uk/violence/toolkit/legislation.htm>

3 Challenge – what do we know about violence and aggression against our people?

- 3.1 Our transport network remains a safe, low-crime environment. In 2018/19 there were 8.7 crimes per million passenger journeys on our public transport networks, the majority of these being theft offences. However, despite serious violence remaining rare on our network, we have seen an increase in reports of low-level violence, aggression, hate crime and threatening behaviour over recent years. While measures to tackle this are having a positive impact, we know that our people are still too often bearing the brunt of people’s violent and aggressive behaviour.
- 3.2 Our people have also told us that they don’t feel safe and they don’t feel confident doing aspects of their jobs because of fear of being assaulted. Incidents of work-related violence and aggression and fear of assault can have a significant and debilitating impact on our people. Our female staff tell us that they sometimes experience aggression as misogyny or as sexual harassment. Many of our staff from diverse backgrounds experience aggression as hate crime. The cumulative impact of this is taking its toll on our workforce.
- 3.3 TfL Occupational Health has reported common themes of staff feeling let down and angry that the organisation didn’t protect them; an ongoing sense of threat, feeling vulnerable, feeling that the organisation doesn’t care and made to feel that they are to blame. Victims are reporting issues of increased anxiety, sleeplessness, anger and unwanted memories of the incident. It is affecting both their work life and their personal life.
- 3.4 Last year, there were some 4,500 incidents of violence and aggression against our employees and the employees of our operators and contractors. Of these, around 30 per cent were physical assaults. TfL employees reported around 2,500 incidents, of which 28 per cent were physical assaults; employees of our contractors and operators reported around 2,000 incidents, of which 34 per cent were physical assaults.
- 3.5 TfL reporting systems record a higher number of incidents than police data. There are numerous reasons for this – not all incidents are reported to the police and not all incidents will meet the threshold for being recorded by the police as a crime.
- 3.6 In 2018/19, just over 2,800 violent and serious public order offences² against our people (including those working for our bus, train, tram and DLR operators) were reported to police, a four per cent overall increase from the 2017/18 financial year (figure 1).

² Public order offences include the use of threatening and words or behaviour causing harassment, alarm or distress and drunk or disorderly behaviour.

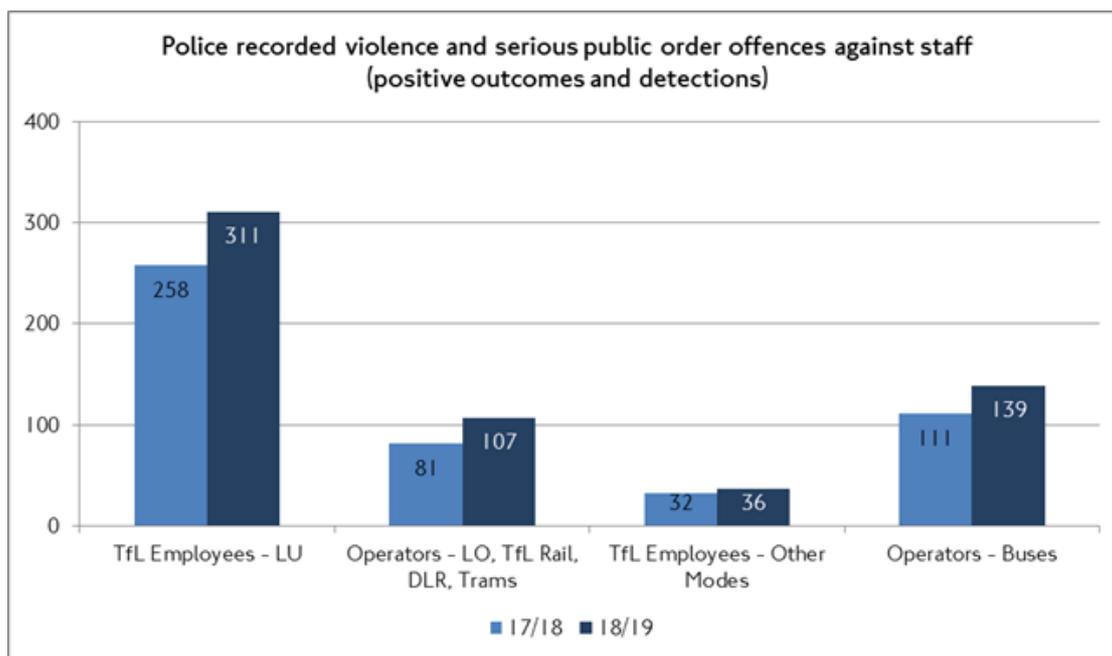
Figure 1: Offences against staff reported to police over 2017/18 and 2018/19 financial years



- 3.7 Over the 2018/19 financial year, around 20 per cent of work-related violence and aggression incidents reported to the police were recorded as hate crimes. Hate crime is criminal behaviour motivated by prejudice on the basis of race, religion, sexual orientation, gender identity or disability. It is an aggravating factor in work-related violence and aggression which has a disproportionate impact on its victims as they are being attacked for a personal characteristic. Reported sexual offences remain low, averaging just over two reported offences per month, but we hear from our female staff that they are regularly subjected to sexual harassment.
- 3.8 The positive outcome/detections rate for victims of violent or serious public order offences reported to the police was 18 per cent in 2017/18 and 20 per cent in 2018/19. In these cases, the offender was identified, and action was taken against them. The positive outcome/detections rate is higher for violence with injury offences.

Figure 2: Positive outcomes/detections for offences against staff for 2017/18 and 2018/19 financial years³

³ Final strategy to include data on outcomes for most similar violent crime



- 3.9 The triggers for work-related violence and aggression vary. They can vary depending on the job role, the time of day, as well as other external or environmental factors. Fare evasion and fare disputes are the most common trigger of work-related violence and aggression affecting our people. On London Underground, for example, over 70 per cent of incidents happen in the ticket hall, with 40 per cent in total at the gate line. Other common triggers include alcohol and drunkenness, network disruption, aggressive begging and anti-social behaviour (any behaviour that causes alarm or distress).
- 3.10 We recognise that much of the work-related violence and aggression our people face goes unreported. Our operational and customer-facing people have told us that they frequently don't report incidents with reasons given including the time taken to report, an acceptance that it is part of the job and perceptions that it won't be taken seriously or result in any action. We must work to change this.
- 3.11 We know from our research that violence, aggression and threatening behaviour is also a top concern for our customers, along with drunken behaviour/people drinking alcohol and antisocial behaviour. TfL and police action to tackle these issues will reduce risk to our staff and improve customer and staff perceptions of safety.
- 3.12 Data on the scale and nature of work-related violence and aggression across our networks is limited. Our understanding of the nature, frequency and impact of work-related violence and aggression needs to improve. Through this strategy, we aim to improve reporting and analysis of incidents, through improvements to reporting systems and processes, case management and dedicated analytical resource, to have a strong evidence base to inform our prevention activities.

4 Vision and leadership

Our vision is that we eradicate work-related violence and aggression

- 4.1 We are adopting the Vision Zero approach in seeking to eradicate violence and aggression against our people. It is neither inevitable nor acceptable that our people should face violence and aggression at work. Our people should feel safe and supported at work. We can only achieve our vision through strong leadership. The Mayor, our Board and our Leadership Team have made a commitment to our people and trade unions that we will do more and do better in tackling work-related violence and aggression. This first pan-TfL strategy to eradicate work-related violence and aggression is evidence of that commitment. We will put the safety of our people first and ensure we have the structures, resources and processes in place to protect them.
- 4.2 We, along with our operators, contractors and our policing partners, pledge to our people to: work together to prevent incidents; better support our people when they are victims, pushing for the toughest penalties for offenders; listen to their feedback; and work with them to achieve our vision of eradicating work-related violence and aggression.
- 4.3 The pledge below will be communicated to our directly employed staff and those of our operators and contractors:

Experiencing violence and aggression is not part of your job

We are working together to improve your personal safety at work. Our vision is to eradicate work-related violence and aggression. We are putting measures in place to reduce the risk of violence happening.

If you do experience violence or aggression while doing your job we will support you.

Working together we will take action to prevent work-related violence and aggression by:

- Putting your personal safety first
- Investing in equipment and training where this reduces risk
- Tackling the causes and triggers that can lead to violence and aggression

Working together we will better support you when you experience work-related violence and aggression by:

- Taking all reports seriously and investigating them
- Providing excellent support and care to help you to recover physically and mentally
- Helping you to report incidents and support you through investigation and court processes
- Working to bring offenders to justice, pushing for the strongest penalties possible
- Keeping you updated on your case

We will listen to your feedback and work with you to achieve our vision of eradicating violence and aggression.

This is our pledge to you as employees of TfL, its operators and contractors

4.4 We are doubling the size of our dedicated work-related violence teams to 22 people and bringing the Surface and London Underground teams together to create a single pan-TfL team to lead on the implementation of this strategy, provide excellent post incident support to our people and their managers and ensure we become a learning organisation. We will work to improve the support we give to our operators and contractors.

Action 1.	TfL, our policing partners, operators and contractors pledge to our people to tackle work-related violence and aggression.
Action 2.	We will double the size of our dedicated work-related violence team to 22 to lead on the implementation of this strategy.

5 Prevent work-related violence and aggression

As an organisation, we must seek to eradicate violence and aggression against our people by tackling the most common causes; investing in equipment and training that reduces the risk of incidents occurring; working with our police partners to improve visibility, engagement and support for our people; and providing clear communications to our customers that we will not tolerate violence and aggression against our people and will push for the strongest penalties against offenders.

Tackling the common causes of work-related violence and aggression

5.1 Our people have told us that too many transport users feel they can get away with not paying to use our transport network or act in an antisocial or threatening manner without any consequences.

5.2 Our operational and customer-facing people undertake many different roles and the triggers that lead to violence and aggression and the actions we can take to prevent this will differ. We will adopt an evidence-led approach for tackling the most common causes of violence and aggression against our people, working with the police and other partners. We will involve our people in the development of strategic and local problem-solving plans.

5.3 Fare evasion and revenue disputes are a major trigger for violence against customer-facing staff on London Underground and our contracted rail services, for our revenue protection staff and for bus drivers. We are taking an organisation-wide approach to tackling fare evasion, which will protect our income and reputation as a world class transport provider and help to reduce conflict with our people. We are working with the police to deal with the blatant fare evasion and antisocial behaviour where people are jumping over barriers or pushing through gate lines or onto the bus.

Action 3. We will work closely with our people and our partners to address the common causes of violence and aggression through effective, coordinated action.

Maximise visibility of police and uniformed enforcement staff

- 5.4 We recognise that the presence of police and uniformed enforcement staff provides a visible deterrent to crime and antisocial behaviour and provides reassurance and support to our customers, operational and customer-facing people.
- 5.5 We will continue to invest in dedicated policing for our transport network and work with our police partners to prevent work-related violence and aggression and maximise police visibility and engagement with our people. We currently invest in around 3,000 officers in the British Transport Police, City of London Police and through the MPS Roads and Transport Policing Command. Tackling workplace violence and aggression will be a priority in their policing plans. In addition, we also propose to invest more in the British Transport Police to create a dedicated Workplace Violence and Aggression Task Force. This task force will provide a significant level of proactive policing at hotspot locations across London Underground, our rail, DLR and tram network.
- 5.6 We know we have to do more to prevent workplace violence and aggression, and the antisocial behaviour that can trigger incidents. We are proposing to strengthen our own operational capability to provide greater security across our network and support to our people and customers. We propose to recruit a new team in TfL's Directorate of Compliance, Policing and On-Street Enforcement (CPOS) of approximately 150 directly employed transport support and enforcement officers. This new team will deal with the common triggers of work-related violence, as well as giving support to our frontline people and providing greater visibility and reassurance across our entire public transport network. They'll provide a visible and reassuring presence, enforcing TfL bylaws and supporting local problem solving. They will work with our policing partners and with local communities to build our intelligence about the root causes of workplace violence and target our activity. These officers will act as 'capable guardians' and have powers, training and equipment to deal with antisocial behaviour and enforce TfL bylaws and regulations. The new team will begin being rolled out from spring 2020.
- 5.7 Given our people's concerns over the blatant fare evasion on London Underground we are proposing to increase the size of the London Underground Revenue Control Team and invest in 60 additional new Revenue Control Officers. These new additional roles would be focussed on providing a uniformed presence to deter fare evasion, allowing greater coverage across the network, taking action on fare dodgers and issuing penalty fares. They would complement our current team of expert revenue control inspectors (RCIs) who undertake a vital wider role covering intelligence

gathering, investigations and support for prosecutions. The role of RCIs remains unchanged and these proposals recognise their unique skills and experience.

- 5.8 For revenue protection activity on London Buses, we have undergone a transformation in CPOS and created a new operational officer role. This means that there will be over 400 multi-functional officers that can be deployed more effectively across areas including revenue protection on London Buses. This provides flexibility and additional capacity for revenue activity on the bus network where this is needed.

Action 4. We will harness police support to reduce risk of harm and support our people.

Action 5. We will strengthen our own enforcement capability and invest in additional police officers to deal with the common triggers of work-related violence and aggression and to provide reassurance and support to our people.

Invest in personal safety equipment

- 5.9 Putting our people's safety first means investing in personal safety equipment where this reduces risk. Body worn video cameras have been proven to reduce staff assaults. A recent trial undertaken by the BTP, Cambridge University and the Rail Delivery Group showed that body worn videos reduced staff assaults by almost half. Our own experience in TfL shows that staff who wear body worn video generally feel safer and more confident. We are therefore investing in body worn video cameras for our directly employed people across the business, in line with operational requirements. We will encourage our operators and contractors to do the same for their employees where this is needed and where they haven't already done so.
- 5.10 We will continue to monitor improvements in technology, including CCTV, body worn video cameras, emergency communications and alarm systems and, where needed, develop business cases for investment.

Action 6. We will invest in personal safety equipment, such as body worn video cameras, in line with operational requirements.

Improve conflict management capabilities for operational and customer-facing staff

- 5.11 Effective conflict management, de-escalation and personal safety training for staff can reduce the risk and severity of incidents. Our people have told us that they would like enhanced conflict management and resolution training and improved guidance for staff in operational and customer-facing roles.
- 5.12 We will improve the standard and consistency of training by ensuring that our people complete conflict management training that is appropriate for their roles and that this is refreshed on a regular basis.

- 5.13 We will learn from the Rail Delivery Group and Rail Safety and Standards Board’s review of conflict management and safety training to identify best practice and act on and disseminate the findings of this review across TfL and with our contractors and operators. We will also encourage and work towards mandating appropriate training requirements for our operators and contractors where this is needed.
- 5.14 We will improve the guidance and information we provide to our people on work-related violence and aggression by developing a single portal for all guidance. This will include developing guidance for staff who are subjected to abuse and intimidation online, over the telephone or in public forums about what to do, how to report incidents and what action we will take.
- 5.15 We will also produce guidance for people working for our operators and contractors and those people we regulate on strategies for reducing the risk of violence and aggression and where they should go for support, and will make this easily accessible to them.

Action 7. We will improve the consistency and standard of conflict management and de-escalation training and guidance for our people.

Communications to customers

- 5.16 Our people have told us that that they want us to take a stronger, zero tolerance approach to work-related violence and aggression and that they want more communications and information about what we are doing to tackle violence and aggression, as well as updates on our successes.
- 5.17 We will implement a communications and engagement plan to raise the profile of the impact work-related violence and aggression has on our people and what we are doing to tackle it.
- 5.18 We will make it clearer as part of our external customer communications that TfL does not tolerate violence and aggression against our staff and that we will take the strongest action possible against offenders. As part of this we will routinely publish successful outcomes against offenders to demonstrate that there are consequences for those that harm our people.
- 5.19 Our people told us that members of the public don’t see them as real people that are worthy of respect. We will continue our communications that seek to ‘humanise’ our workforce and highlight the important role our people have in keeping London moving and supporting our customers. We will also take an evidence-led approach to customer communications and behaviour change initiatives, including research to understand what works and learning from other organisations.

Action 8. We will use different communications channels to emphasise our zero-tolerance approach to violence and aggression against our people.

Action 9. We will publicise successful outcomes against offenders to demonstrate that there are consequences for those who assault or threaten our people.

6 Support our people

We have a duty of care to our directly employed staff who are victims of work-related violence and aggression, but we want to go further than this and provide more support to all staff working across our transport network. We will do this by making it easier to report incidents, provide advice for victims and their managers, enhancing peer support to aid wellbeing and return to work, and holding perpetrators to account.

Post incident support

- 6.1 When our people are victims of work-related violence and aggression, they deserve the best support from us and our policing partners. As part of our pledge, we have committed to working with our operators, contractors and police partners to improve the support we provide. We have pledged to take all reports seriously and investigate them; provide excellent support and care to help our people recover physically and mentally; help our people to report incidents and support them through investigation and court processes and keeping our people updated on their case. This is what our people should expect.
- 6.2 We recognise that post incident support varies across our organisation and our operators and contractors. We, in TfL, will lead the way and work with our operators and contractors to improve the support we give to all our people impacted by work-related violence and aggression.
- 6.3 In TfL, our dedicated work-related violence and aggression reduction and support team will provide one to one support and advice for our directly employed people following incidents and over time will make that support available to more people working for our operators and contractors. We will ensure that our directly employed people are given enough time in their working day to report incidents and to support investigations and any criminal justice processes. We will prioritise their welfare after an incident so that they feel cared for and have access to wellbeing support where this is needed. Staff in the work-related violence team will also accompany TfL staff to court, on their request. We will encourage our contractors and operators to do the same for their employees.
- 6.4 Our people have told us that they want their managers to be more empathetic and supportive. Managers have a key role in the mental and physical recovery of their staff and their return to work following an incident. TfL Occupational Health reported that it is the response of the manager that has the most significant impact on how a member of staff recovers from work-related violence and aggression. When staff are well-supported by their manager, they report feeling safe, cared for and understood

when off work and when they return, and feeling that they have a sense of control on how and when they return to work. We need to do better to help our managers protect and support their teams. We will improve the guidance, training and information we give to managers and to how to support their staff following an incident.

- 6.5 We will work with the police to enhance the investigation of violence and aggression against our people and continue to provide support for their investigations including the provision of CCTV, body worn video and emergency communication recordings, Oyster details, witness statements and appeals for information.
- 6.6 Our people have told us that they would like more emphasis on mental health and peer support. In addition to the formal support from Occupational Health, our peer/trauma support programmes provide valuable support to our staff that have been impacted by work-related violence and aggression. It can sometimes be easier for our people to talk to and get help from trusted and trained colleagues who have shared similar experiences than it is from an occupational or mental health professional in the first instance. We will build on these successful, well managed peer support programmes by recruiting and training more colleagues to take part. We will share our learning and best practice with our operators and contractors and encourage them to introduce similar programmes if they haven't already done so.
- 6.7 We will improve our communications to our people by providing regular updates on our progress in how we are tackling work-related violence and aggression, supporting victims and with the actions we have taken to hold offenders to account.

Action 10.	We will deliver on the commitments in our pledge and provide one to one support and advice for victims of work-related violence and aggression and their managers.
Action 11.	We will expand on our successful peer/trauma support programmes to aid victim wellbeing and return to work.
Action 12.	We will provide our people with regular updates on our work to tackle work-related violence and aggression, how we are improving support for our people and managers and the action we are taking against offenders.

Easier reporting and feedback on progress

- 6.8 Our people have told us that reporting can be time consuming and have called on us to make it simpler and quicker to report incidents. They have told us that incidents often go unreported, that that they are concerned about the value of reporting incidents because of the lack of action and feedback when they do.
- 6.9 We will improve the reporting and recording of incidents of violence and aggression by reviewing and standardising our reporting processes and systems to make it easier to

report. We will work towards having a single reporting system or app for all staff working on our network.

- 6.10 We will seek to improve our case management with a system for improved tracking of action and outcomes for every incident. This will enable us to provide better support to our people and keep them updated on any developments relating to their incident and recovery.
- 6.11 Improved and consistent reporting and case management systems will help us to better understand the nature, scale and the victim and organisational impact of work-related violence and aggression. This will be used to inform prevention activities and tasking and deployment processes for police and TfL's enforcement officers.
- 6.12 We will also seek to provide managers with regular information and analysis on the local issues affecting their teams to facilitate open and honest conversations about this and what is being done to tackle it.

Action 13. We will introduce an improved and consistent reporting and case management system for work-related violence and aggression incidents.

Push for strongest penalties and publicise successful outcomes

- 6.13 Our people are concerned that there are little to no consequences for those who harm them, physically or emotionally. We are committed to changing this and are working closely with our people, the police and other criminal justice partners to do so.
- 6.14 To help with this we need our people to support police investigations so that the offence can be investigated, and offenders can be held to account. Without the cooperation of our staff, the action we can take against offenders to bring them to justice is extremely limited. There are many understandable reasons why our people choose to disengage from the criminal justice process. We must do better to support them through this and show them that there is value in supporting a police investigation and any subsequent judicial action. We will work to identify, understand and resolve barriers to reporting incidents, including reporting to the police and supporting criminal investigations.
- 6.15 We will push for the strongest penalties possible for offenders. We will work with the police to make greater use of ancillary orders or other alternative sanctions and programmes to redress the harm caused by an offender or prevent future re-offending. This includes increased use of Criminal Behaviour Orders for those offenders that repeatedly harm or threaten our people and banning them from our transport network. We will also seek to pursue offenders through civil debt recovery processes for the costs that have resulted from their actions.

- 6.16 We are undertaking a one-year trial to improve judicial outcomes for public order offences against our directly employed staff in Surface Transport. For this trial, TfL will work with the MPS and lead the investigation and prosecution of public order offences against our people. We will evaluate the trial before rolling this out wider.
- 6.17 We will engage with the Crown Prosecution Service (CPS) to improve the understanding of the impact of violence and aggression on our people and the transport sector and work with them to strengthen criminal justice outcomes for offenders. We will also work with Government to raise awareness of the scale and impact of violence and aggression against our people and to advocate for changes in legislation or sentencing guidelines to strengthen penalties for offenders.

Action 14.	We will push for strongest penalties against offenders and make greater use of ancillary orders and other alternative sanctions to deal more effectively with those who harm our people.
Action 15.	We will engage with the CPS and Government to advocate for changes in legislation or sentencing guidelines to strengthen penalties for offenders.

7 Learn and improve

As an organisation we must monitor our progress, evaluate our activities to identify what works and seek to continuously review, learn from and improve how we tackle violence and aggression and support our people.

Listening to our people

- 7.1 We will only be successful if we listen to our people’s feedback and work with them on the implementation of measures that reduce the risk of violence and aggression occurring in the first place.
- 7.2 Our work-related violence and aggression summit in March 2019 and staff engagement workshop in June 2019, which involved operational and customer-facing people, trade unions, policing partners and key stakeholders, was critical to the development of this strategy. We will hold an annual summit to share best practice and learnings with transport sector organisations and those in other industries on how to better tackle violence and support our people. The annual summit will also enable our operational and customer-facing people and trade unions to review progress, share their experiences and provide feedback for future to reduce work-related violence and aggression.
- 7.3 We will survey our people’s experiences of work-related violence and aggression and their views on the support victims receive and use this and other surveys to identify areas for improvement and track our progress in delivering the strategy.

- 7.4 We will also hold case review sessions, once a quarter, with representatives from across our business and the police to review a sample of cases to learn from incidents and their investigation and to act on this learning.
- 7.5 We will establish a network of work-related violence and aggression reduction advocates who will help to shape and promote our activity to tackle work-related violence and aggression. These volunteers will provide insight from colleagues about their experiences of work-related violence and provide constructive feedback on proposals, plans and activities.

Action 16.	We will provide structured opportunities for our people to share their experiences and feedback with us.
Action 17.	We will establish a network of work-related violence and aggression reduction advocates to help shape and promote our activity.

Learning and improving

- 7.6 We will improve the collection, analysis and reporting of work-related violence and aggression data to better understand and respond to the causes and triggers of violence and aggression against our people and to evaluate measures to tackle this.
- 7.7 We will monitor developments and innovation across the transport sector and other industries, in the UK and worldwide, to identify what works in tackling violence and aggression and supporting staff. This includes sharing best practice and learning from the Government’s NHS violence reduction strategy, the work of the National Police Chiefs’ Council to reduce assaults on police and police staff and the Rail Delivery Group’s Work Place Violence Group.
- 7.8 We will include a pan-TfL work-related violence and aggression safety management framework in the existing TfL safety management frameworks to ensure a systematic, proactive approach to preventing incidents and supporting our people. This will incorporate our guidance, risk management, safety promotion and assurance.
- 7.9 We will use the learnings from our case reviews, monitoring and data analysis to identify gaps in our prevention and support activities and address these through annual action plans.

Action 18.	We will improve the collection, analysis and reporting of work-related violence and aggression incidents.
Action 19.	We will adopt a TfL-wide safety management framework to ensure a systematic, proactive approach to preventing incidents and supporting our people.

Action 20. We will monitor what works in tackling work-related violence and aggression, learning from other organisations learn from across the transport sector and other industries.

Accountability

7.10 We will be accountable to the TfL Board’s Safety, Sustainability and Human Resources Panel (SSHHP), reporting quarterly on our activity and progress to prevent violence and aggression and to support our people when incidents do occur. SSHHP meeting papers are published on our [website](#) for external scrutiny.

Action 21. We will be accountable to TfL Board for delivery of this strategy and will provide regular updates on progress to the Safety, Sustainability and Human Resources Panel.

8 Measuring success

8.1 In addition to measuring our progress in delivering the actions in this strategy, we will establish a set of performance indicators to measure our progress towards eradicating work-related violence and aggression.

8.2 We recognise that there is underreporting of work-related violence and aggression incidents and the strategy seeks to encourage and give our people the confidence to report all incidents. If we are successful, we anticipate seeing an increase in reported incidents in the short to medium term, particularly in verbal assaults and threatening behaviour. However, we expect that most physical assaults resulting in injury will already be reported and we would expect to see a reduction in these with the delivery of the strategy’s prevention actions.

8.3 We will be undertaking further analysis of work-related violence and aggression data to finalise the list of indicators and establish a baseline for these. A summary of the indicators is shown in the table overleaf.

Indicator	Expected improvement
Number of incidents reported (total, by mode and for TfL and contractors)	Increase in the number of reports
Number of recorded crimes – violence with injury (total and by mode)	Reduction in the number of offences involving serious injury
Solved rate for violence with injury offences (total and by mode)	Increase in the solved rate
Number of recorded crimes – violence without injury (total and by mode)	Increase in the number of reported offences
Solved rate for violence without injury offences (total and by mode)	Increase in the solved rate
Number of recorded crimes – public order (total and by mode)	Increase in the number of reported offences
Solved rate for public order offences (total and by mode)	Increase in the solved rate
Percentage of staff victims supporting police investigation and criminal justice process (total and by mode)	Increase in the percentage of staff victims willing to support investigation and criminal justice process
Number of criminal prosecutions violence and public order offences and percentage of successful outcomes	Increase in the percentage of successful outcomes
Number of TfL prosecutions for public order offences and percentage of successful outcomes	Improvement on police outcomes for public order offences
Survey measure to track levels of work-related violence and aggression experienced by our people	Reduction in percentage of staff who have experienced workplace violence and aggression in last year
Level of victim satisfaction (measured by police survey)	Improvement in victim satisfaction
Number of ancillary orders against offenders	Increase in the number of ancillary orders given

Summary of actions

- Action 1.** TfL, our policing partners, operators and contractors pledge to our people to tackle work-related violence and aggression.
- Action 2.** We will double the size of our dedicated work-related violence team to 22 to lead on the implementation of this strategy.
- Action 3.** We will work closely with our people and our partners to address the common causes of violence and aggression through effective, coordinated action.
- Action 4.** We will harness police support to reduce risk of harm and support our people.
- Action 5.** We will strengthen our own enforcement capability and invest in additional police officers to deal with the common triggers of work-related violence and aggression and to provide reassurance and support to our people.
- Action 6.** We will invest in personal safety equipment, such as body worn video cameras, in line with operational requirements.
- Action 7.** We will improve the consistency and standard of conflict management and de-escalation training and guidance for our people.
- Action 8.** We will use different communications channels to emphasise our zero-tolerance approach to violence and aggression against our people.
- Action 9.** We will publicise successful outcomes against offenders to demonstrate that there are consequences for those who assault or threaten our people.
- Action 10.** We will deliver on the commitments in our pledge and provide one to one support and advice for victims of work-related violence and aggression and their managers.
- Action 11.** We will expand on our successful peer/trauma support programmes to aid victim wellbeing and return to work.
- Action 12.** We will provide our people with regular updates on our work to tackle work-related violence and aggression, how we are improving support for our people and managers and the action we are taking against offenders.
- Action 13.** We will introduce an improved and consistent reporting and case management system for work-related violence and aggression incidents.
- Action 14.** We will push for strongest penalties against offenders and make greater use of ancillary orders and other alternative sanctions to deal more effectively with those who harm our people.
- Action 15.** We will engage with the CPS and Government to advocate for changes in legislation or sentencing guidelines to strengthen penalties for offenders.
- Action 16.** We will provide structured opportunities for our people to share their experiences and feedback with us.
- Action 17.** We will establish a network of work-related violence and aggression reduction advocates to help shape and promote our activity.

Action 18. We will improve the collection, analysis and reporting of work-related violence and aggression incidents.

Action 19. We will adopt a TfL-wide safety management framework to ensure a systematic, proactive approach to preventing incidents and supporting our people.

Action 20. We will monitor what works in tackling work-related violence and aggression, learning from other organisations learn from across the transport sector and other industries.

Action 21. We will be accountable to TfL Board for delivery of this strategy and will provide regular updates on progress to its Safety, Sustainability and Human Resources Panel.

Appendix A: Pan-TfL Work-related Violence and Aggression Framework

