

# CASH-IN-TRANSIT

A guide to managing OHS in the Cash-In-Transit industry

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MANUFACTURING, LOGISTICS & AGRICULTURE



On 18 June 2017, the Occupational Health and Safety Regulations 2017 (OHS Regulations 2017) replaced the Occupational Health and Safety Regulations 2007 (OHS Regulations 2007), which expired on this date. **This publication has not yet been updated to reflect the changes introduced by the OHS Regulations 2017 and should not be relied upon as a substitute for legal advice.**

Information on the key changes introduced by the OHS 2017 Regulations can be found in the guidance titled *Occupational Health and Safety Regulations 2017: Summary of changes* - available at [https://www.worksafe.vic.gov.au/\\_data/assets/pdf\\_file/0011/207659/ISBN-OHS-regulations-summary-of-changes-2017-04.pdf](https://www.worksafe.vic.gov.au/_data/assets/pdf_file/0011/207659/ISBN-OHS-regulations-summary-of-changes-2017-04.pdf). However, this guidance document contains material of a general nature only and is not to be used as a substitute for obtaining legal advice.

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The information presented in *Cash-in-Transit: A guide to managing OHS in the Cash-in-Transit industry* is intended for general use only. It should not be viewed as a definitive guide to the law, and should be read in conjunction with the *Occupational Health and Safety Act 2004*.

Whilst every effort has been made to ensure the accuracy and completeness of the guide, the advice contained herein may not apply in every circumstance. Accordingly, the Victorian WorkCover Authority cannot be held responsible, and extends no warranties as to:

- the suitability of the information for any particular purpose; and
- actions taken by third parties as a result of information contained in *Cash-in-Transit: A guide to managing OHS in the Cash-in-Transit industry*.

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# INTRODUCTION

The Cash-in-Transit industry within Victoria provides a crucial role in delivering essential security services to many financial, commercial and private industries.

Those working within this industry are typically exposed to common and well understood occupational hazards such as musculoskeletal disorders or MSD, fractures, cuts, open wounds and stress. Other hazards, uncommon in many industries, also present real risk such as robbery, armed assault and the frequent need to carry and potentially use firearms.

Again, unlike many workplaces, the above hazards also manifest themselves in environments outside of the normal immediate control of those employed to carry out Cash-in-Transit activities. Such environments include shopping centres, sporting events, hotels, pubs, clubs, retail stores and other general public places.

This publication provides practical guidance for employers within the Cash-in-Transit industry on how to conduct activities in a safe manner and to good practice standards.

WorkSafe Victoria encourages everyone involved in the Cash-in-Transit industry to read this publication and take action to incorporate the recommended safe work practices.

WorkSafe Victoria acknowledges the NSW WorkCover Authority for allowing the Cash-in-Transit 2002 Code of Practice to be used as the basis of this publication and all industry stakeholders in Victoria for supporting the development of this important publication.

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Merritt', written in a cursive style.

**John Merritt**  
Executive Director  
WorkSafe Victoria

# 1

## ABOUT THIS PUBLICATION

This publication provides guidance for employers of security personnel who undertake Cash-In-Transit (CIT) activities as their core business (CIT employers). Further, some of the guidance material in this publication may assist those employers who, whilst not conducting CIT activities as their core business, do so as ancillary to their core business.

It is provided in accordance with section 7(1)(f) of the *Occupational Health and Safety Act 2004* for the purpose of assisting CIT employers (and others involved in the CIT industry) to comply with their duties and obligations. As such, it is not mandatory nor does it represent the only means by which compliance with the law may be achieved in a given case. The word 'should', which is used throughout this publication, is intended to be advisory only.

For the purpose of this publication, Cash-In-Transit (CIT) means the transportation of cash (other than coin), securities and other financial instruments (other than executed non-negotiable cheques and executed bank cheques), jewels and bullion by road by means of armoured or non-armoured vehicles. Cash-In-Transit companies may need to meet specific licensing and insurance requirements under the *Private Security Act 2004* and Regulations made under that Act.

This publication describes good Occupational Health and Safety (OHS) practices and procedures that should be put in place by CIT employers for the sort of situations or issues covered by this publication. This is under subject to what is 'reasonably practicable' for a duty holder under the *Occupational Health and Safety Act 2004*. What is reasonably practicable for a CIT employer will depend on the particular circumstances of that employer.

The publication has been developed by WorkSafe Victoria from information contained in the WorkCover NSW Cash-in-Transit Code of Practice 2002 and in consultation with the Cash-in-Transit industry in Victoria, including the Transport Workers' Union (TWU), Victoria Police (Licensing Services Division) and a number of major financial institutions.

The key objectives of this publication are to:

- promote the health, safety and welfare of those employed in CIT activities or other persons whose safety there are obligations to protect under the *Occupational Health and Safety Act 2004* and the Regulations made under that Act (other persons include members of the public and any other persons who are not employed by the CIT employer, such as the employees of an organisation which has contracted the services of a CIT employer);
- deliver guidance on the standards of safety to be provided by those who provide CIT services or others having duties under the *Occupational Health and Safety Act 2004* and Regulations made under that Act;
- ensure that risks to health and safety for those employed in CIT activities are identified, assessed and eliminated or controlled; and
- promote consultation and co-operation between employers, employees, contractors, sub-contractors, controllers of premises and users of CIT services in accordance with the *Occupational Health and Safety Act 2004* and the Regulations made under that Act.

Where reference is made to Health and Safety Representatives (HSR) throughout this publication, consideration should also be had to any duly elected Deputy Health and Safety Representatives, as required under the *Occupational Health and Safety Act 2004*.

The obligations of employers under the *Occupational Health and Safety Act 2004* and the Regulations made under that Act are referred to in this publication specifically in the context of CIT employers.

# 2

## CONSULTATION AT THE WORKPLACE

Involving your employees and/or others undertaking CIT work in the risk management process is an essential step in achieving workplace health and safety. The information in this publication should be used by employers when consulting with employees and/or others undertaking CIT work about decisions that affect their health, safety and welfare.

### 2.1 WHAT IS MEANT BY CONSULTATION?

Consultation involves sharing information with employees and/or others undertaking CIT work, giving them the opportunity to express their views before decisions are made, valuing their views and taking them into account in the decision-making process.

Under section 35 of the *Occupational Health and Safety Act 2004*<sup>1</sup>, employers must consult with their employees, including independent contractors engaged by the employer and any employees of the independent contractor, about health or safety matters that directly affect them. Employers must consult directly with affected employees, so far as is reasonably practicable, on Occupational Health and Safety (OHS) actions including when they are:

- (a) identifying or assessing hazards or risks arising from the activities of the employer's business;
- (b) deciding on measures to control these risks;
- (c) deciding on the adequacy of employee facilities;
- (d) deciding on procedures for:
  - resolving health or safety issues arising from the activities of the employer's business,
  - consultation,
  - monitoring employee health and workplace conditions, and
  - the provision of information and training;
- (e) determining the membership of any health and safety committee; or
- (f) proposing changes that may affect health or safety.

Section 36 of the *Occupational Health and Safety Act 2004* sets out how employers are required to consult with their employees (and independent contractors) about health or safety matters affecting them. Basically, they must share information about those matters with the employees, give them a reasonable opportunity to express their views on those matters and take their views into account.

Procedures for consultation that have been agreed on must be followed. Where employees are represented by a Health and Safety Representative (HSR), the consultation must involve that HSR, with or without the involvement of the employees directly.

As a matter of good OHS practice, employers should record the consultation arrangements and publicise them to all existing and new employees.

<sup>1</sup> Sections 35 and 36 of the *Occupational Health and Safety Act 2004* come into effect on 1 January 2006.

## 2.2 CONSULTING ABOUT CIT OPERATIONS

To comply with sections 35 and 36 of the *Occupational Health and Safety Act 2004*, a CIT employer should consult with employees about:

- (a) safety and security risk assessments;
- (b) systems of work;
- (c) safe operating procedures and other risk control measures;
- (d) review of procedures, systems of work and risk assessments; and
- (e) additional considerations detailed in Chapter 6 of this publication and any other health and safety matters that directly affect them.

## 2.3 RESOLUTION OF HEALTH, SAFETY AND SECURITY MATTERS

Where employees and/or others undertaking CIT work believe that the results of a safety and security risk assessment are inconsistent with the safe performance of work, or there are any other health or safety issues, the CIT employer and employees affected by the issue must attempt to resolve it. Section 73 of the *Occupational Health and Safety Act 2004* details how health and safety issues are to be resolved. The employer or their representative and employees affected by an issue, or the HSR where one is appointed, must try to resolve health and safety issues using agreed internal procedures or, if there are no established procedures, using those specified by regulations (if applicable). CIT employers, or anyone representing them, in attempts to resolve OHS issues must be sufficiently senior and competent to act and must not be a Health and Safety Representative.

Under section 76 of the *Occupational Health and Safety Act 2004* an employer must not dismiss, injure an employee in his or her employment or alter an employee's position to his or her detriment because the employee:

- is a member of a health and safety committee; or
- exercises powers as an HSR or a member of a health and safety committee; or
- assists an inspector, an HSR or a member of a health and safety committee; or
- raises an issue or concern about health or safety to the employer, an inspector, a health and safety committee or an employee of the employer.

# 3

## MANAGING RISKS IN THE CIT INDUSTRY

Risk assessment and management underlies the duties of employers under the *Occupational Health and Safety Act 2004*. Under section 20 of the Act the duty to ensure health and safety requires elimination of risks to health and safety so far as is reasonably practicable and, if not reasonably practicable to eliminate, to reduce those risks so far as is reasonably practicable. A duty holder must consider the likelihood, consequences and ways of eliminating or reducing hazards or risks in determining what is reasonably practicable. The Act also requires an employer to consult with employees under section 35 when identifying hazards or risks at a workplace.

In addition, there are regulations made under the Act for some specific hazards which require that these hazards are identified, the risks assessed and controlled. These regulations include:

- manual handling;
- plant;
- noise; and
- prevention of falls.

This chapter outlines factors that should be taken into consideration by CIT employers when identifying hazards, assessing risks and eliminating or controlling those risks.

Appendices A and B provide a sample form for undertaking and documenting hazard identification, risk assessment and risk control measures. The extent and level of documentation of hazard identification, risk assessment and risk control measures will depend on the circumstances at the time and the likely level of exposure to any risk.

### 3.1.1 General OHS duties

Part 3 of the *Occupational Health and Safety Act 2004* places general duties relating to health and safety on a number of parties, primarily those who are employers.

Section 20 of this part sets out the concept of ensuring health and safety. In particular, section 20(1) states that where a person has a duty to ensure health and safety, that person must eliminate risks to health and safety so far as is reasonably practicable and, if it is not reasonably practicable to do so, that person must reduce those risks, so far as is reasonably practicable. Section 3.3 of this publication introduces the concept of 'hierarchy of controls' and should be followed when considering risk control options.



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Section 20(2) details the matters that must be considered when determining what is 'reasonably practicable' in relation to ensuring health and safety. They are:

- the likelihood of the hazard or risk concerned eventuating;
- the degree of harm that would result if the hazard or risk eventuated;
- what a person concerned knows, or ought reasonably to know, about the hazard or risk and any ways of eliminating or reducing the hazard or risk;
- the availability and suitability of ways to eliminate or reduce the hazard or risk; and
- the cost of eliminating or reducing the hazard or risk.

Section 21 sets out employers' duties, so far as is reasonably practicable, to provide and maintain for employees of the employer a working environment that is safe and without risk to health. Section 21(2) provides that an employer will fail to provide a working environment that is safe and without risks to health if the employer fails to do, so far as is reasonably practicable, any of the following:

- (a) provide or maintain plant or systems of work that are safe and without risks to health;
- (b) make arrangements for ensuring safety and the absence of risks to health in connection with the use, handling, storage or transport of plant or substances;
- (c) maintain each workplace under the employer's management and control in a condition that is safe and without risks to health;
- (d) provide adequate facilities for the welfare of employees at any workplace under the management and control of the employer; or
- (e) provide such information, instruction, training or supervision to employees of the employer as is necessary to enable those persons to perform their work in a way that is safe and without risks to health.

## 3.1.2 Effective risk management

The general duty to ensure health and safety and the duty to consult with employees on health and safety matters under the *Occupational Health and Safety Act 2004* together with the specific risk assessment obligations under the Regulations are relevant to effective risk management.

In order to be effective, risk management should be integrated into the whole system of work – it cannot be simply hazard based, where hazards are identified and addressed in isolation or in an ad hoc manner.

The development and implementation of an Occupational Health and Safety Management System (OHSMS) will provide a framework to ensure that hazards and their associated risks are systematically managed. An OHSMS is simply a method of managing hazards and their associated risks through the development of a documented and co-ordinated plan. The effective management of risks will lead to a reduction in workplace incidents, injuries and illnesses and their associated costs.

Developing a risk management process within an OHSMS involves the following steps:

1. Developing an OHS policy, identifying responsibilities and making a commitment to achieving a safe and healthy workplace.
2. Planning to work safely.
3. Consulting employees and/or others undertaking CIT work.
4. Developing procedures.
5. Informing and training employees and/or others undertaking CIT work.
6. Monitoring and reviewing procedures and controls.

CIT employers should:

- (a) identify hazards;
- (b) assess the risk to the health or safety of any person arising from the hazard identified;
- (c) eliminate or control those risks; and
- (d) review risk assessments and control measures on a regular basis and immediately after an incident. This also applies to incidents that expose a person in the immediate vicinity to an immediate health or safety risk.

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With reference to section 2.1 of this publication, CIT employers must consult with the employees directly affected or likely to be affected and/or with any elected HSR when undertaking hazard identification, risk assessment and risk elimination or control implementation. It is also recommended that CIT employers consult with any external parties whose actions or likely actions may impact on the effectiveness of the implemented risk elimination or controls. For example, in assessing the appropriate controls to manage risk associated with servicing an Automatic Teller Machine (ATM), CIT employers may consider consulting with the occupier of the building housing the ATM to ensure the most appropriate controls are implemented to reduce the risks identified in undertaking the activity of servicing the ATM.

If at any time circumstances affecting the original assessment should change or are likely to change, CIT employers should review the original assessments and ensure current controls implemented as a result of this original assessment are still appropriate. If not, the current controls should be changed accordingly.

## 3.2 IDENTIFYING HAZARDS

The hazard identification process should be applied to the whole system of work.

### 3.2.1 How to identify hazards

The activities used to identify hazards should include but are not limited to the following:

- (a) consulting incident or injury records;
- (b) consulting employees and/or others who perform the CIT work;
- (c) conducting CIT site assessments;
- (d) conducting a survey of the route;
- (e) observing systems of work;
- (f) determining levels of training, experience and competence required to perform the tasks;
- (g) testing vehicles and equipment; and
- (h) consulting with CIT clients, industry associations, government bodies and Occupational Health and Safety consultants on likely hazards.

The hazards that may exist should be identified in all areas of operations. These areas of operation should include but are not limited to the following:

- (a) the tasks performed (eg. driving, pick-up and delivery, ATM work);
- (b) the locations involved (eg. client sites such as clubs and hotels, shopping centres, retail outlets, banks and ATMs, proximity of parking to site, in the office, etc);
- (c) the varying roles (eg. driver, cash escort, cash carrier, guard);
- (d) the systems of communication (eg. back-to-base radio, mobile phones);
- (e) the method of transport (eg. vehicles, air, rail);
- (f) the time of day that the work is to be performed;
- (g) use of Personal Protective Equipment and any other equipment or technologies required;
- (h) work practices, systems of work, shift working arrangements and other fatigue and stress related hazards;
- (i) manual handling tasks<sup>2</sup>;
- (j) environmental factors (eg. outdoor and hot and cold environments, lighting, darkness, wet conditions, traffic and pedestrian flow, exposure to blood and other bodily fluids, etc);
- (k) facilities, first aid and amenities<sup>3</sup>.

<sup>2</sup> Section 6.1 provides details on the risk management process for manual handling.

<sup>3</sup> Sections 6.2 and 6.3 provide details on the general requirements for first aid, facilities and amenities.

## 3.3 ASSESSING THE RISKS

Once a hazard has been identified, an employer, contractor, controller or self-employed person should assess the risk the hazard poses to the health and safety of employees and/or others. That is, they should assess how likely it is that someone could be harmed by the hazard and how serious the resulting injury or illness could be. As indicated in section 2.1, appropriate consultation must occur between the CIT employer and the employees directly affected or likely to be affected, and with any elected Health and Safety Representative (HSR).

When conducting a risk assessment, employers need to take into consideration the diverse range of capabilities, experience and physical dimensions of employees in their workforce. This range has implications on the tasks undertaken and the design of control measures. All activities and tasks must be assessed and analysed to ensure that the outcome takes into account the widest possible range of the workforce to avoid increased exposure of a risk to a particular person or group. To this end, the employer must take into account the safety of each and every employee or other persons who may be exposed to risks to health and safety as a result of the conduct of the employer's CIT activities when conducting a risk assessment and determining controls. It is not sufficient to consider what is safe for an 'average' employee within the workforce. In addition, consideration must extend to persons other than employees such as members of the public and employees of those who have engaged the services of the CIT employer.

Relevant information on risk assessments and control measures should be provided in a timely manner to employees and/or other persons performing the CIT work.

### 3.3.1 Safety and security risk assessments

A safety and security risk assessment should be conducted for each site and associated tasks prior to the performance of CIT work. Safety and security risk assessments for a particular site and associated tasks should be reviewed in accordance with the *Occupational Health and Safety Act 2004* and the Regulations made under the Act. The assessment must have as its fundamental consideration the method by which the cash can be safely transported (eg. armoured or non-armoured vehicle).

In the case of an urgent one-off job, a risk assessment should be conducted prior to accepting or undertaking the job. This should determine the level of risk posed and appropriate methods of elimination and/or control of risks and, depending on the circumstances, may not require a site visit.

All safety and security risk assessments should be conducted by a person with appropriate skills and experience in consultation with employees or other persons undertaking CIT work, including any elected Health and Safety Representative (HSR), who are directly involved in undertaking the work (refer to Chapter 2 of this publication). The assessment should also be conducted in consultation with CIT clients and/or a nominated representative.

The following should be taken into account when conducting a safety and security risk assessment:

- (a) the risk that any identified hazard can cause to an employee or other person in the workplace;
- (b) the likelihood of an injury or illness occurring;
- (c) the severity of any injury or illness that may occur;
- (d) any factors that might contribute to the risk;
- (e) any available health and safety information related to the hazard;
- (f) identification of the actions necessary to eliminate or control the risk; and
- (g) identification of any records that need to be kept to ensure the risk is eliminated or controlled.

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Persons conducting site security risk assessments should determine and take into consideration at least the following specific factors:

- type of operation required (eg. overt or covert – see requirements for overt/cover operations in section 3.3.2);
- type of transport and/or vehicles (eg. armoured or non-armoured vehicles);
- whether the employees and/or others undertaking the CIT work should carry firearms (if the operation is to be covert);
- staffing levels required to safely perform the work;
- adequacy of communication systems (eg. in radio reception 'black spots');
- proximity and availability of parking to the pick-up/delivery;
- suitability of Personal Protective Equipment for the tasks (including the provision of firearms);
- the amount, type or perceived value of the consignment collected or delivered;
- previous incidents or hold-ups that have occurred; and
- environmental conditions (eg. volume of traffic, lighting, darkness, wet conditions, presence of pedestrians and other people such as in shopping malls, access and egress).

Factors that should be taken into consideration when developing systems for the management of risks include but are not limited to:

- the outcome of the site security risk assessment;
- the level of skill, experience and qualifications of the persons carrying out the CIT work;
- safe operating procedures;
- time of pick-up/delivery (eg. whether the work to be performed is best suited to be conducted at a particular time, and if so, what time of day or period of time);
- frequency of service;
- information provided by customers and other relevant sources;
- condition and maintenance of vehicles and equipment;
- mix of types of work being performed (eg. patrol and security services being performed with CIT work); and
- factors contributing to fatigue and stress (eg. hours of work, time of day, shift length, number of rest breaks, amount of time between breaks, potential or actual exposure to workplace violence).

## 3.3.2 Prioritising the risks

Once the risks have been assessed the next step is to prioritise them for remedial action. A variety of methods can be used to prioritise identified risks.

Regardless of the priority accorded to identified risks using any prioritising method, the most important point to remember is that **ALL risks should be addressed appropriately and in the shortest possible timeframe**. Prioritising risks does not detract from the importance of addressing each risk. While high rating risks are clearly the priority for remedial action, low rating risks should not be ignored.

Low rating risk(s) which require minimal resources to remedy them present a good opportunity to shorten an action list. Sometimes resources can be tied up for long periods of time when trying to action difficult, higher rating risk(s). If this occurs, those involved in the risk control process can often become disheartened or lose sight of their goal, especially if solutions are few and far between. Periodically addressing low rating risk(s) amongst higher rating risk(s) will help overcome this problem and put in place risk controls that provide evidence of a well functioning control plan.

Risk prioritising systems generally follow a four step approach as outlined below:

- Step 1 Estimate the consequences of an incident occurring.
- Step 2 Estimate the likelihood of an incident occurring.
- Step 3 Combine the likelihood with the consequence estimates to rate the risk.
- Step 4 Using the risk rating, prioritise ALL risks accordingly and develop a risk control plan to address ALL risks as soon as possible.

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## Step 1: Estimate the consequences of an incident occurring

Realistically determine the worst outcome that could occur and consider the following:

- extent of injuries or illness; and
- potential amount of lost time.

## Step 2: Estimate the likelihood of an incident occurring

Determine the likelihood that an incident will occur/recur. Consider the following when making this decision:

- the number of times tasks are undertaken which could result in this, or a similar incident;
- the number of people performing these tasks or who are exposed to the hazard at the time; and
- the probability of the incident occurring/recurring while the task is being performed.

Injury and incident records, employees and others performing the work, local authorities, clients of CIT services and other CIT operators should be consulted when considering the likelihood of an occurrence/reoccurrence of any risk.

## Step 3 Combine the likelihood and consequence estimates to rate the risk

Combine the consequence and likelihood classifications together to form the risk rate.

Again, a variety of methods can be used to determine the risk rate and therefore the priority which needs to be applied.

The table below gives one common example of how this may be achieved. Rates with a 1 would be regarded as highest priority (extreme) and 6 as the lowest.

CIT employers should consider how and what methods will be used to prioritise identified risk control opportunities, in consultation with employees, any elected HSR and/or others undertaking CIT work. A well developed, implemented and regularly reviewed risk control plan is an effective way of managing this process.

***For more information on risk control plans, please refer to WorkSafe Victoria's publication – A Guide to Risk Control Plans (September 2002).***

ASSESSMENT TABLE				
LIKELIHOOD How likely is it to happen?	CONSEQUENCES: How severely could it hurt someone?			
	SEVERE Death, permanent disablement	MAJOR Serious bodily injury	MODERATE Treatment in hospital	MINOR First aid only, no lost time
VERY LIKELY Could happen frequently	1	2	3	4
LIKELY Could happen occasionally	2	3	4	5
UNLIKELY Could happen, but rare	3	4	5	6
VERY UNLIKELY Could happen, probably never	4	5	6	6

Prioritising using such a rate based system will result in risks being graded as extreme through to low. In the above system, numbers have been used to indicate the seriousness of a risk – 1 for extreme through to 6 for low.

## 3.4 ELIMINATING OR CONTROLLING RISKS

### Hierarchy of control

Measures taken to control the risks will be determined by the hazards identified and an assessment of the level of risk posed to health and safety. The control measures chosen should eliminate or adequately control exposure to the risk and not create a new hazard or risk. In any case, where the identified hazard cannot be eliminated, ultimate selection of any control should be with due consideration of the following (in the order specified):

- (a) substituting the item or task with something which provides less risk;
- (b) isolating the hazard, thus preventing exposure to the risk;
- (c) minimising exposure to the hazard by using engineering means;
- (d) minimising exposure through the use of administrative means, i.e. safe work procedures and/or training; and
- (e) minimising exposure through use of Personal Protective Equipment.

Control measures should include but are not limited to:

- development of safe operating procedures;
- selection of appropriate vehicles;
- allocation of appropriate resources:
- staffing levels;
- communication systems;
- Personal Protective Equipment and other equipment or technologies;
- training; and
- supervision.

The following information provides detail on the specific risk control measures required for the CIT industry.

### 3.4.1 Development of safe operating procedures

Safe operating procedures should be developed and documented and based on the safety and security risk assessment and identified control measures. These should be developed in consultation with employees, including any elected HSR, and/or others conducting CIT work and should set out who is accountable for each task. Accountability should be consistent with obligations under the *Occupational Health and Safety Act 2004* and the Regulations made under the Act.

Safe operating procedures should include but are not limited to:

- clearly defined and communicated roles and duties of each employee or other person performing the CIT operation (eg. whether their role is as a driver, cash escort, cash carrier or guard);
- pre-departure checklists;
- appropriate and regular testing of all safety features such as communication devices and duress alarms;
- regular inspections and maintenance of the vehicles and Personal Protective Equipment and other equipment used;
- procedures to maintain confidentiality such as description of sites by code rather than name;
- variation in delivery/pick-up times and routes, where possible;
- systems for communication with base, including provision for daily welfare checks;
- procedures for site servicing, supplemented by the risk assessment, including arrival, on-site and departure procedures;
- procedures to defer the pick-up, or make arrangements for back-up, in instances where suspicious behaviour or other potential hazards have been identified at the site;
- procedures for vehicle collision and/or vehicle or equipment breakdown;
- adherence to determined cash limits;

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- hold-up and post hold-up procedures. These would include emergency procedures to apply in the event of a robbery, assault, or other incident, including procedures for the appropriate medical treatment of injured employees or others (refer to Chapter 4 of this publication);
- hazard and incident reporting procedures;
- manual handling procedures;
- measures to address fatigue and stress; and
- systems for regular monitoring and review of all systems and procedures.

## 3.4.2 Selection of appropriate vehicles

Vehicles should be selected in accordance with the safety and security risk assessment and should:

- conform to Australian design rules (as appropriate);
- be mechanically sound; and
- be serviced and maintained regularly and adequately to ensure continued user safety.

Repairs, alterations and maintenance should be carried out by a person with appropriate skills and experience in accordance with the requirements of the designer or manufacturer. Any defects to equipment should be reported immediately to the person responsible for maintaining such equipment.

## 3.4.3 Safety features for non-armoured (soft-skin) vehicles

Non-armoured vehicles, commonly known in the CIT industry as 'soft-skin', used for covert operations should be unmarked and the employee and/or others conducting covert operations should be in plain clothes and may or may not be armed (depending on the outcomes of the risk assessment and any insurance and/or licensing requirements).

Non-armoured vehicles used for overt operations should carry company signage and employees and/or other persons conducting the operation should be uniformed and armed. Company signage should be permanent and predominant non-magnetic signage.

Non-armoured vehicles used for CIT operations should include at least the following safety features:

- drop safe, secure container or other like method of ensuring the cash is secure (note that the boot of a vehicle is not considered to be a safe method of securing the cash unless it can be accessed from within the vehicle);
- back-to-base radio with override button for use in an emergency, if applicable;
- alternative communication method effective in radio reception 'black spots';
- hands-free mobile telephone;
- duress alarm with back-to-base alert;
- remotely activated central locking; and
- engine immobiliser designed to prevent unauthorised ignition of the vehicle.

Consideration should be given to the installation and use of a Global Positioning System or other vehicle tracking system.

## 3.4.4 Safety features for armoured vehicles

Armoured vehicles used for CIT operations should be purpose designed for the transportation of cash and should include at least the following safety features:

- ballistic rated protection from armed attack;
- back-to-base radio with override button for use in an emergency, if applicable;
- alternative communication method effective in radio reception 'black spots';
- hands-free mobile telephone;
- duress alarm with back-to-base alert; and
- remotely activated central locking or alternative method of preventing unauthorised entry into the vehicle.



# MANAGING RISKS IN THE CIT INDUSTRY

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Company livery may be overtly displayed on the armoured vehicles or be covertly disguised without any overtly displayed company livery.

Employees conducting the CIT operation should be armed and in the case of overt operations, uniformed.

Consideration should be given to the installation and use of a Global Positioning System or other vehicle tracking system.

## **3.4.5 Allocation of appropriate resources**

### ***Staffing levels***

The minimum number of employees used to conduct CIT operations should be determined in accordance with the safety and security risk assessment.

### ***Communication systems***

CIT operators should provide appropriate communication systems to ensure the safe conduct of the CIT work. These include but are not limited to back-to-base equipment, personal duress alarms and arrangements for emergency communication.

Communication failures and radio reception 'black spots' are hazards that increase risk to employees and should be addressed during the risk assessment process.

### ***Personal Protective Equipment (PPE)***

Personal Protective Equipment and any other equipment provided to employees and/or others conducting the CIT work should be selected in accordance with the safety and security risk assessment and should:

- (a) conform to Australian design rules and/or Australian Standards (where applicable);
- (b) be mechanically sound (where applicable); and
- (c) be serviced and maintained regularly and adequately to ensure continued user safety.

In addition to the above PPE, employees conducting CIT work should wear non-slip footwear.

### ***Firearms***

Firearms should be supplied in a holster that complies with the *Firearms Act 1996* and Regulations made under that Act in the case of overt operations, or as required by a safety and security risk assessment in the case of a covert operation. In all cases, firearms must be used in accordance with the *Firearms Act 1996* and Regulations made under that Act.

## **3.4.6 Cash limits**

Cash limits for each CIT operation are to be determined in accordance with the safety and security risk assessment.

## **3.4.7 Qualifications**

### ***Pre-employment qualifications***

All persons performing CIT work should hold appropriate qualifications in accordance with the *Private Security Act 2004* and should comply with all licensing and other requirements under this Act and Regulations made under that Act, the *Firearms Act 1996* and any other relevant legislation.



# MANAGING RISKS IN THE CIT INDUSTRY

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## ***Site assessor qualifications***

Persons conducting site safety and security risk assessments for CIT operators should be persons with appropriate skills and experience and meet all the qualifications and/or other requirements of the *Private Security Act 2004* and the Regulations made under that Act. **In addition, site assessors should have appropriate Occupational Health and Safety training and/or qualifications.**

Safety and security site risk assessors, with appropriate skills and experience, may hold, for example, a Class 2A Licence and/or qualifications in Security Risk Management and should also possess relevant CIT industry experience.

## **3.4.8 Training, supervision, information and instruction**

Section 21(e) of the *Occupational Health and Safety Act 2004* requires employers to provide such information, instruction, training or supervision to employees as is necessary to enable those persons to perform their work in a way that is safe and without risks to health.

### ***On the job training***

CIT work should not be performed unless those performing the work have relevant on the job experience and have received appropriate and adequate training, instruction and information. Those persons engaged to conduct such training, instruction or delivery of information should have appropriate experience and/or qualifications.

Employees and/or others undertaking CIT work should only be engaged for duties consistent with their qualifications and training and their performance should be continually monitored to ensure that they carry out their duties in a lawful and appropriate manner.

A person who is gaining experience to provide any CIT service (covert or overt) should be under the direct supervision of a person with appropriate skills and experience for either a minimum of three months or until such time as the new employee demonstrates appropriate skills and experience to perform the service in a safe manner.

The employer should review and monitor the systems of work and control measures and should provide refresher training to ensure those systems and safe operating procedures are being followed, including the use of appropriate PPE.

### ***Who should be receiving training?***

The target groups for training at a workplace include:

- employees, contractors or others engaged by CIT employers to complete or otherwise participate in work which has the potential to expose those people to risk of injury or work-related illness;
- managers and supervisors of employees and/or others undertaking CIT work considered at risk of injury or work-related illness from robbery and/or who have responsibility for implementing safe operating procedures;
- staff responsible for the purchasing of plant, PPE and for designing, scheduling and organisation of work activities; and
- safety and security risk assessors.

The needs of each target group are different and the content and methods of presenting training material should be tailored to meet the specific needs of each group.

# MANAGING RISKS IN THE CIT INDUSTRY

## ***Training topics***

Employers should include at least the following list of topics in a training program:

- (a) the statutory responsibilities of employers and employees;
- (b) the nature and extent of hazards identified in relation to the work performed;
- (c) hazard and incident reporting systems which include but are not limited to the arrangements for reporting:
  - defects in plant or equipment used for CIT work
  - any other hazards which may present a risk to health and safety (eg. manual handling)
  - hold-ups, attempted robbery, vehicle collision or other type of incident;
- (d) safe operating policies, procedures and other measures adopted to minimise the risk or effects of robbery, other incidents, injury or illness. This should include, but is not limited to, instruction on:
  - departure, arrival and on-site procedures
  - staffing levels
  - communication systems
  - cash limits
  - the use and operation of vehicles and their safety features
  - plant and associated equipment
  - when and how to use PPE including the correct use of firearms and selection, fitting, proper care and maintenance of PPE
  - confidentiality
  - how to access health and safety information
  - procedures to be adopted in the event of a hold-up or other emergency, vehicle collision or breakdown and/or other type of incident; and
- (e) the effects of robbery on affected employees and/or others undertaking CIT work.

## ***Provision of information to employees***

Section 21(2)(e) of the *Occupational Health and Safety Act 2004* includes the requirement for CIT employers to provide employees and others undertaking CIT work with information to enable those persons to perform their work in a way that is safe and without risk to health. Consideration for the need to consult (see section 2.1 of this publication) should also be made where appropriate or as specified under sections 35 and 36 of the *Occupational Health and Safety Act 2004*.

Examples of what information should be provided by CIT employers to employees and/or other persons undertaking CIT work in accordance with section 21(2)(e) of the *Occupational Health and Safety Act 2004* include:

- the results of any applicable safety and security risk assessment;
- information on safe operating procedures;
- review of such a risk assessment and/or safe operating procedure; and
- any other relevant OHS information.

Employees and/or others undertaking CIT work should have, on request, access to such assessments and safe operating procedures at the CIT operator's base at all times, including access to such information from the vehicle driven by the employee and/or other persons undertaking CIT work.

CIT employers should brief each employee/contractor undertaking CIT work as to the contents of the safety and security risk assessment applying to a site and safe operating procedures when each employee/contractor first begins to perform work in relation to that site and at regular intervals thereafter.

# MANAGING RISKS IN THE CIT INDUSTRY

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## **Supervision**

Section 21(2)(e) of the *Occupational Health and Safety Act 2004* includes a duty for CIT employers to provide adequate supervision to employees and others undertaking CIT work to enable them to perform their work in a way that is safe and without risks to their health.

Supervision should:

- (a) ensure that employees and/or others performing CIT work hold appropriate qualifications and licences;
- (b) ensure that those employees and others have acquired the knowledge and skills required to perform the CIT work through approved competency training, qualifications and experience;
- (c) ensure that adequate Occupational Health and Safety Management Systems are in place and operating to ensure that the safe work practices that have been adopted are adhered to. This should include the use of PPE; and
- (d) include refresher training on procedures.

A person who is gaining experience to provide any CIT service (covert or overt) should be under the direct supervision of a person with appropriate skills and experience for either a minimum of three months or until such time as the new employee demonstrates appropriate skills and experience to perform the service in a safe manner.

## **3.5 MONITOR AND REVIEW**

Under section 22 of the *Occupational Health and Safety Act 2004* employers have a duty to monitor the health of employees, conditions at their workplaces and to provide information to employees concerning health and safety at the workplace.

Management of safety and security risks is an ongoing process. It is a fundamental part of overall business management and just like other business activities should be checked and reviewed. To ensure that a workplace stays safe an employer should review the safety and security risk assessments undertaken and control measures implemented on a regular basis.

When safety and security risk assessments and risk control measures are being reviewed the process of identification, assessment and determination of control measures should be repeated. Employees and/or others undertaking CIT work who are potentially affected by the change, including elected HSRs, should be consulted during the risk management process and informed of new requirements at completion.

## **3.6 DUTIES OF CIT EMPLOYERS TO OTHER PERSONS**

Section 23 of the *Occupational Health and Safety Act 2004* requires CIT employers to ensure, so far as is reasonably practicable, that persons other than their employees are not exposed to risks to their health or safety arising from the conduct of their CIT activities.

Other persons include members of the public and any other person who is not employed by the CIT employer, such as an employee of an organisation that has engaged or contracted the services of a CIT employer.

A CIT employer must ensure that when conducting CIT activities, which includes implementing any of the practices, procedures or processes set out in this guidance material, they do not expose these other persons to risks to their health or safety.

# 4

## INCIDENTS

Under Part 5 of the *Occupational Health and Safety Act 2004*, the obligation to notify WorkSafe of serious workplace incidents applies to an employer or self-employed person with the management and control of a workplace. The term 'workplace' is broadly defined in the Act as a place, whether or not in a building or structure, where employees or self-employed persons work.

The personal safety of employees and others involved in or witnessing a robbery or attempted robbery is paramount. CIT operators should have incident response procedures in place. These procedures should be developed in consultation with employees and/or others undertaking CIT work, including elected Health and Safety Representatives (HSR), and should be in compliance with industry training requirements and competency standards.

### 4.1 WHAT TO DO IN THE EVENT OF A ROBBERY

Employers should have procedures in place for maintaining the safety of employees and others during an incident and provide training on those procedures. These procedures should provide clear and appropriate guidance to employees and others on the actions that are to be taken during an incident.

### 4.2 POST HOLD-UP PROCEDURES

Employers should have post hold-up procedures in place. These should include:

- (a) critical incident response procedures;
- (b) hazard and incident reporting and recording procedures;
- (c) critical incident debriefing procedures;
- (d) workers' compensation claims and injury management programs;
- (e) procedures for the review of safety and security risk assessment(s) and control measures; and
- (f) provision of information and training.

#### **(a) Critical incident response procedures**

Following a robbery, attempted robbery or other critical incident it is important to have procedures in place to ensure that injured and traumatised employees are treated quickly and appropriately, the police and CIT employer are contacted and actions are taken to minimise the impact of the event. If such procedures are not already in place, the WorkCover NSW publication '*Workplace Violence in the Finance Sector*' contains relevant examples.

#### **b) Hazard and incident reporting and recording procedures**

CIT employers have responsibilities to have systems in place to enable CIT employees and others to report workplace hazards and incidents such as a robbery, attempted robbery or faulty equipment and for those hazards and incidents to be recorded. These should be developed and implemented in consultation with employees and/or others undertaking CIT work, including elected HSRs.

# INCIDENTS

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Details to be recorded about the incident include where it happened, why it occurred, who was involved and the course of action to be taken to prevent the reoccurrence of the incident.

Hazards and OHS safety problems should be reported as soon as they are noticed so that the risks can be assessed and addressed as quickly as possible. Records of reported hazards should be kept and should include details of the action taken to remove the hazard or control the risk arising from the hazard.

CIT employers have obligations to notify WorkSafe immediately about certain incidents or injuries. A robbery or attempted robbery may result in an incident that should be notified under Part 5 of the *Occupational Health and Safety Act 2004*. Incidents that must be reported to WorkSafe include:

- the death of a person;
- a person requiring medical treatment within 48 hours of exposure to a substance;
- immediate treatment in hospital as an in-patient; and
- immediate medical treatment for serious injuries such as amputation, serious head or eye injuries, scalping, electric shock, spinal injury, loss of bodily function or serious lacerations.

CIT employers must also report any incident that exposes a person in the immediate vicinity to an immediate health and safety risk as a result of events including but not limited to:

- the collapse, overturning, failure or malfunction of, or damage to, plant that is required to be licensed or registered;
- the collapse or partial collapse of a building or structure; and
- an implosion, explosion or a fire.

CIT employers must notify WorkSafe immediately on becoming aware of any of the above incidents. Within 48 hours of becoming aware of such an incident, the CIT employers must provide WorkSafe with a written record of the incident in the approved form.

CIT employers must keep a copy of this record for at least five years and make copies available to:

- people injured or exposed to risk by incident, and their representatives;
- the representatives of anyone who died as a result of the incident; and
- the HSR for the designated work group and the members of any health and safety committee established.

CIT employers must ensure that the site of a notifiable incident is not disturbed until a WorkSafe inspector arrives at the incident site or directs otherwise, although a site may be disturbed to protect a person's health or safety, to help someone who is injured or to make the site safe or prevent a further incident occurring.

## **(c) Critical incident debriefing procedures**

Critical incident stress often results from events that occur outside a person's usual everyday experiences. These events can overwhelm normal coping skills and cause strong emotional and physical reactions to the incident, either at the time of the incident or some time later. These reactions interfere with a person's ability to function on a day-to-day basis and in some cases can be quite debilitating for an extended period of time.

Following a robbery, attempted robbery or other violent incident, CIT employees may need to be debriefed by professional staff as soon as possible. The aim of debriefing is to minimise the effects of the incident and to maximise the person's return to normal functioning within the shortest possible time. However, follow up counselling may also be necessary.

The prompt provision of support, debriefing and counselling is very important. If this does not occur the impact of the incident can have long-term and adverse effects on employees and others in the workplace such as acute stress disorder or post-traumatic stress disorder.

The provision of critical incident stress management training will assist employees and others to understand the reactions they may have to critical incidents. Qualified professionals should conduct this training (preferably those qualified in debriefing and counselling for critical incidents).

CIT employers may also consider the establishment of a formal peer support group within the organisation as a method of assisting employees who are the victims of a robbery or attempted robbery.

#### **(d) Workers' compensation**

The workers' compensation system provides financial benefits and other assistance to workers if they sustain an injury arising out of or in the course of employment. Injury management encompasses all the activities associated with ensuring the early return of an injured worker to the workplace. These activities include treatment, rehabilitation and labour market programs.

*For further information on workers' compensation in Victoria, please refer to the Victorian WorkCover publication – Return to Work Guide for Victorian Employers.*

*Additional information for employers can also be found in WorkCover Victoria's publication – All about WorkCover for Employers.*

*Employees can obtain information on their rights regarding workers' compensation in WorkCover Victoria's publication – All about WorkCover for Workers.*

#### **(e) Procedures for the review of safety and security risk assessment(s) and control measures.**

As outlined previously the safety and security risk assessment and any measures adopted to control risks should be reviewed after the occurrence of a robbery or attempted robbery. The occurrence of such an incident is an indicator of a further risk to employees and/or others undertaking CIT work and as such must be identified, assessed and controlled in consultation with employees and/or others conducting the CIT work, including elected Health and Safety Representatives (HSRs). It is critical to analyse the incident and incorporate new information into the safe operating procedures to prevent a reoccurrence of the incident.

#### **(f) Provision of information and training**

Training on procedures to be adopted in the event of a robbery, attempted robbery, other violent incident or emergency should be provided prior to an employee conducting the CIT work. This is to ensure that all employees and/or others undertaking CIT work know what actions to take during and after an incident to minimise the risks to their personal safety. Refresher training on such procedures is recommended every 12 months or after the occurrence of a robbery, attempted robbery or other critical incident.

# 5

## DUTIES OF OTHER PEOPLE WHO ARE NOT CIT EMPLOYERS

Divisions 4 and 5 of Part 3 of the *Occupational Health and Safety Act 2004* detail duties other people have in ensuring health and safety to CIT employees, so far as is reasonably practicable. This includes people who:

- design buildings or structures where CIT employees will work or are likely to work;
- manage or control workplaces where CIT employees work or are likely to work; and
- work for a CIT provider as an employee.

### 5.1 DESIGNERS OF BUILDINGS OR STRUCTURES

This section of the publication applies to those persons who design buildings and structures where CIT work and/or activity may occur in any way.

Section 28 of the *Occupational Health and Safety Act 2004*<sup>4</sup> imposes duties on designers of buildings and structures to be used as a workplace. They must ensure that the building or structure is designed to be safe and without risks to the health of those who are using it as a workplace for a purpose for which it was designed. This could include, for example, the appropriate provisions required in the design of a building to ensure adequate consideration is given, so far as is reasonably practicable, to those risks involved in the transfer of cash between the building and a CIT vehicle, where this is likely to occur on a regular basis.

When conducting approval and planning processes, local councils should consider the risks and hazards experienced by operators of armoured and non-armoured vehicles when performing CIT work (eg. this may include whether appropriate parking spaces are available in close proximity to sites being serviced by CIT employees).

When designing or modifying buildings, architects and designers should take into account the need to minimise the risk of robbery. Architects and designers should also collaborate with CIT industry representatives to reduce the risk of robbery.

Reducing the risk of robbery can be achieved by organising the workplace so that:

- the transfer of cash can be achieved safely;
- safe access and egress is offered to persons involved in CIT operations;
- security devices such as cameras are located in prominent areas and are operating appropriately;
- strong exterior and interior non-glare lighting is used in and around the workplace;
- ATMs are positioned in low risk areas; and
- entrances to foyers, lobbies and car parks are easily observed by pedestrians and motorists.

<sup>4</sup> Section 28 of the *Occupational Health and Safety Act 2004* comes into effect on 1 July 2006.



# DUTIES OF OTHER PEOPLE WHO ARE NOT CIT EMPLOYERS

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## 5.2 MANAGERS OR CONTROLLERS OF WORKPLACES

Managers or controllers of workplaces include, but are not limited to, local government authorities, shopping centre owners and/or managers, financial institutions and retail shop owners and/or managers.

Co-operation between managers or controllers of workplaces and CIT employees and/or any other parties with OHS responsibility is fundamental to the achievement of a safe work environment for CIT employees and/or others performing CIT work including, in many cases, the general public.

Managers or controllers of workplaces have a responsibility to reduce the level of risk posed to CIT employees and other persons undertaking CIT work, so far as is reasonably practicable. Section 26(1) of the *Occupational Health and Safety Act 2004* requires a person who has, to any extent, management or control of a workplace to ensure that the workplace and the means of entering and leaving the workplace are safe and without risks to health.

Examples of what managers or controllers of a workplace could do to ensure the workplace is safe and without risk to health for CIT employees and others include:

- enable the CIT employees to perform the CIT work in a safe manner and in accordance with the requirements in this publication;
- make CIT employers aware of their previous security history and the occurrence of any relevant incidents; and
- provide appropriate information, instruction and training to their employees in relation to the risk of robbery, including emergency procedures.

## 5.3 RESPONSIBLE CONTRACTING

Under sections 21(3)(b) and 35(2)(b) of the *Occupational Health and Safety Act 2004* the duties of a CIT employer under those sections (namely to provide and maintain a working environment that is safe and without risks and to consult with employees on OHS matters affecting them) extend to an independent contractor engaged by a CIT employer and any employees of the independent contractor.

If a CIT employer (principal contractor) gives CIT work out to another employer, entity, person or persons who will carry out any or all of the work (sub-contractor), the principal contractor should ensure that:

- all of the provisions of this publication are met; and
- the employer, entity or person is carrying out the work in a safe manner.

This can be achieved through the provision of an OHS management plan to the sub-contractor that includes:

- (a) a statement of responsibilities listing the names, positions and responsibilities of all persons who will have specific responsibilities for Occupational Health and Safety;
- (b) details of the arrangements for ensuring compliance with OHS legislative requirements; and
- (c) details for the arrangements for managing OHS incidents.

The sub-contractor should provide a safe work method statement that:

- (a) describes how the work is to be carried out;
- (b) identifies the work activities assessed as having safety risks;
- (c) identifies the safety risks;
- (d) describes the control measures that will be applied to the work activities; and
- (e) includes a description of the equipment used in the work, the standards or codes to be complied with, the qualifications of the personnel doing the work and the training required to do the work.



# DUTIES OF OTHER PEOPLE WHO ARE NOT CIT EMPLOYERS

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The provision of a safety and security risk assessment to the principal contractor may be sufficient if it details the information required above.

When giving out CIT work the principal contractor should make a written record of the:

- name and address of the employer, entity or person to whom the work is given;
- date of giving out the work and date for completion or cessation of the contract; and
- a description of the nature of the work to be performed, in particular the destination from and to which the cash is to be transported and the value of the cash to be transported.

Where a principal contractor gives out work to more than one sub-contractor, the principal contractor should keep an up-to-date consolidated list of those employers, entities or persons that contains all of the information required to be kept by this publication.

## 5.4 EMPLOYEES

Section 25 of the *Occupational Health and Safety Act 2004* places duties on employees of CIT organisations. While at work, a CIT employee must:

- take reasonable care for his or her own health and safety;
- take reasonable care for the health and safety of persons who may be affected by the employee's acts or omissions at a workplace; and
- co-operate with his or her employer with respect to any action taken by the employer to comply with a requirement imposed by or under the *Occupational Health and Safety Act 2004* or the Regulations made under that Act.

Examples how an employee may comply with this legal obligation include:

- not divulging any information to third parties that may increase the risk of a security incident; and
- assisting the employer by offering relevant information:
  - during risk identification and assessment and any ongoing re-assessments
  - during the selection and implementation of risk control measures
  - after a security or health and safety incident.

While at work, a CIT employee must not intentionally or recklessly interfere with or misuse anything provided at the workplace in the interests of health, safety or welfare.

# 6

## ADDITIONAL CONSIDERATIONS FOR ACHIEVING SAFE WORKPLACES

### 6.1 HAZARDOUS MANUAL HANDLING

The *Occupational Health and Safety (Manual Handling) Regulations 1999*, which aim to protect people at work against musculoskeletal disorders caused by manual handling, set out specific duties for employers and others.

Hazardous manual handling refers to tasks with any of the following characteristics:

- repetitive or sustained application of force;
- repetitive or sustained awkward posture;
- repetitive or sustained movement;
- application of high force;
- exposure to sustained vibration;
- handling of live people or animals; or
- handling loads that are unbalanced, unstable or difficult to grasp or hold.

Musculoskeletal disorders (MSD) is a term used to describe a wide variety of injuries and conditions to the musculoskeletal system which are caused by manual handling. These include:

- muscle sprains and strains;
- injuries to muscles, ligaments, intervertebral discs and other structures in the back; and
- injuries to soft tissues such as nerves, ligaments and tendons in the wrists, arms, shoulders, neck or legs.

#### ***Risk management process***

The *Occupational Health and Safety (Manual Handling) Regulations 1999* require CIT employers to:

- identify tasks involving hazardous manual handling;
- undertake a risk assessment to determine whether there is any risk of MSD occurring as a result of the identified task involving hazardous manual handling. During the assessment, CIT employers must take into account the following factors associated with carrying out the task:
  - (a) postures adopted;
  - (b) movements undertaken;
  - (c) forces exerted;
  - (d) environmental conditions, including heat, cold and vibration, that act directly on the person carrying out the task;
  - (e) the duration and frequency of the task;
- provide risk controls which eliminate or if not practicable to eliminate, reduce the risk of MSD occurring so far as is practicable.

*For additional information on manual handling risk management, please refer to WorkSafe Victoria's publication – Manual Handling (CoP, No. 25 April 2000).*

# ADDITIONAL CONSIDERATIONS FOR ACHIEVING SAFE WORKPLACES

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## ***Factors to consider when implementing control measures***

The following provide examples to guide decision-making when choosing between control options:

### **Altering the objects used**

- The object being handled may be modified or repackaged into a smaller weight or a different size or shape (eg. coins/cash/bullion/jewellery may be bundled into smaller bags or packages).

### **Altering the workplace**

- The layout of plant, equipment and furniture may be modified or rearranged (eg. positioning of drop safes, etc).

### **Altering the systems of work**

- The schedule or timing and path(s) of material flow may be modified (eg. the risks may be reduced by reducing the distance over which the coin/cash/bullion/jewellery is carried).
- With or without workplace modifications, a task may be done in a different way, using different actions, movements and forces.
- The actions, movements and forces required for manual handling may be modified using team lifting arrangements (eg. have two persons lift the object). This should generally be considered a short-term solution while a more suitable higher order control is implemented.

### **Mechanical aids**

- The risk associated with a task can be reduced by mechanical assistance (eg. use of trolleys or other lifting equipment), minor rearrangements of plant and equipment and an effective maintenance program.

### **Training**

- The CIT employer must not use information, training or instruction in manual handling techniques as the sole or primary means of controlling risk unless the factors listed above are not practicable.

Other issues which should be considered in selecting appropriate controls include:

- Which risk factors (and how many) do they eliminate?
- Are they in place elsewhere or are they common industry practice?
- How much do they improve the situation?
- How permanent is the risk control?
- Does it rely on human behaviour or does the solution prevent the risk factor?
- Does funding or capital expenditure need to be allocated?
- How long will it take to implement?
- What can be put in place now to reduce risk whilst funding is allocated?

## **6.2 FIRST AID**

Procedures for the appropriate medical treatment of injured persons, administration of first aid and contents of first aid kits should be determined in accordance with the safety and security risk assessments and detailed in the safe operating procedures manual.

Careful consideration should also be had as to the level of first aid training required within the workplace and the number of individuals to be trained accordingly. For example, in determining what are appropriate first aid facilities and suitably trained employees, employers should:

- (a) identify causes of work injury and work-related illness;
- (b) assess the risk of work injuries and work-related illness occurring;
- (c) determine the appropriate first aid facilities and training required; and
- (d) evaluate the first aid facilities and training requirements.

# ADDITIONAL CONSIDERATIONS FOR ACHIEVING SAFE WORKPLACES

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As most CIT activities occur away from the employer's workplace, an employer will need to consider other factors including:

- (a) whether employees work alone or in groups;
- (b) employees' access to telephone and emergency radio communications; and
- (c) the nature of the work being performed.

*For more information on first aid in the workplace, please refer to WorkSafe Victoria's publication – First Aid in the Workplace (CoP No.18, 1995).*

## 6.3 FACILITIES AND AMENITIES

The *Occupational Health and Safety (Workplace) Regulations 1988* require employers to supply certain minimum standards, facilities and amenities in workplaces, to prohibit certain activities in workplaces, to maintain the workplaces in a safe and healthy condition and post their name at a workplace.

CIT employers should ensure the following facilities and amenities are appropriately provided and well maintained in the interest of health and safety:

- dining/eating;
- change rooms;
- toilets;
- heating and cooling;
- lighting;
- workplace structure/layout; and
- access to fresh drinking water.

*For more information on workplace amenities, please refer to WorkSafe Victoria's publication – Workplaces (CoP No. 3, 1988).*

# FURTHER INFORMATION

## ACTS AND REGULATIONS

- *Occupational Health and Safety Act 2004*
- *Firearms Act 1996*
- *Private Security Act 2004*
- *Occupational Health and Safety (Manual Handling) Regulations 1999*

For copies of the above Acts or Regulations, go to [www.dms.dpc.vic.gov.au](http://www.dms.dpc.vic.gov.au) or phone Information Victoria on 1300 366 356.

## WORKSAFE PUBLICATIONS

- Information for Employers (1st Edition, May 2005)
- Information for Employees (1st Edition, May 2005)
- Duties of Contractors (1st Edition, May 2005)
- Information on Engaging a Contractor (1st Edition, May 2005)
- Information for Senior Officers of Organisations (1st Edition, May 2005)
- Information for Occupiers and Those Who Manage or Control Workplaces (1st Edition, May 2005)
- Information for Installers, Erectors and Commissioners of Plant (1st Edition, May 2005)
- Information for Manufacturers and Suppliers of Plant (1st Edition, May 2005)
- Information for Manufacturers and Suppliers of Substances (1st Edition, May 2005)
- Information about 'Right of Entry' (2nd Edition, June 2005)
- Summary of the *Occupational Health and Safety Act 2004* (2nd Edition, June 2005)
- Manual Handling (CoP No. 25 April 2000)
- First Aid in the Workplace (CoP No. 18, 1995)
- Workplaces (CoP No. 3, 1988)
- Return to Work Guide for Victorian Employers (available on website only)
- All about WorkCover for Employers
- Introducing WorkCover, A Guide for Injured Workers
- A Guide to Risk Control Plans (September 2001)

For copies of the above WorkSafe publications, go to [www.worksafe.vic.gov.au](http://www.worksafe.vic.gov.au) or phone WorkSafe on 1800 136 089.

## WORKCOVER NSW

- Cash in Transit – Code of Practice 2002
- Workplace Violence in the Finance Sector

For copies of the above WorkCover NSW publications, go to [www.workcover.nsw.gov.au](http://www.workcover.nsw.gov.au) or phone WorkCover NSW on 1300 799 003.

# 8

## APPENDICES

- Sample Forms

### APPENDIX A – SAMPLE FORM FOR UNDERTAKING AND DOCUMENTING HAZARD IDENTIFICATION, RISK ASSESSMENT AND RISK CONTROL MEASURES

**PHOTOCOPY FOR YOUR USE**

<b>Customer Name</b>		<b>Branch of Business</b>	
<b>Date of Assessment</b>		<b>Assessor's Name</b>	
<b>Client Code</b>		<b>Servicing Branch/es</b>	
<b>Customer Address</b>		<b>Post Code</b>	
<b>Name of Contact</b>		<b>Telephone/Fax No</b>	T F
<b>Days of Service</b>	M <input type="checkbox"/> T <input type="checkbox"/> W <input type="checkbox"/> Th <input type="checkbox"/> F <input type="checkbox"/> S <input type="checkbox"/> Su <input type="checkbox"/>		
<b>When Required</b>	<b>Maximum Daily Value</b>	<b>\$ Collection:</b>	<b>\$ Delivery</b>
<b>Service Provided</b>	<b>Armoured</b>	<b>Non-Armoured</b>	<b>ATM</b>
<input type="checkbox"/> 2 Key Safe <input type="checkbox"/> Cash Collection <input type="checkbox"/> Bulk Delivery <input type="checkbox"/> Payroll <input type="checkbox"/> Other	<input type="checkbox"/> Banking Service <input type="checkbox"/> Re-Carry <input type="checkbox"/> Receipt for Cash <input type="checkbox"/> Cheque for Cash <input type="checkbox"/> Armoured Service	<input type="checkbox"/> Banking Service <input type="checkbox"/> Re-Carry <input type="checkbox"/> Receipt for Cash <input type="checkbox"/> Cheque for Cash	<input type="checkbox"/> Replenishment <input type="checkbox"/> Break Down Service  Travel Time <input type="text"/> Survey Time <input type="text"/> Admin Time <input type="text"/> Km Travel <input type="text"/>
Special Client Instructions:			
<b>Recommended Parking (see site map) All operatives must vary parking within designated guidelines</b>			
<input type="checkbox"/> On Site <input type="checkbox"/> Off Street	<input type="checkbox"/> Parking Meter <input type="checkbox"/> Parking Station	<input type="checkbox"/> Loading Zone <input type="checkbox"/> Loading Dock	<input type="checkbox"/> Street <input type="checkbox"/> Designated (as per map)
Notes:			
<b>MEL/Street Directory MAP NUMBER</b>		<b>MAP REFERENCE</b>	

# APPENDICES

## SPECIAL SECURITY INSTRUCTIONS

### PAVEMENT HAZARDS (as per map)

<input type="checkbox"/> Offender Concealment	<input type="checkbox"/> Public Access	<input type="checkbox"/> Obstacles	<input type="checkbox"/> Access to Client Premises
<input type="checkbox"/> Lighting	<input type="checkbox"/> Approach Route	<input type="checkbox"/> Car Parks	<input type="checkbox"/> Poorly Visible Route

Comments:

### CLIENT LOCATION (Internal) HAZARDS (including OHS considerations)

<input type="checkbox"/> Access	<input type="checkbox"/> Obstacle	<input type="checkbox"/> Areas of Concealment	<input type="checkbox"/> Public Access
<input type="checkbox"/> Fire Doors	<input type="checkbox"/> Stairwells	<input type="checkbox"/> Doorways	<input type="checkbox"/> Passageways
<input type="checkbox"/> Lifts	<input type="checkbox"/> Escalators		

Comments:

### CLIENT LOCATION SECURITY FEATURES

<input type="checkbox"/> Cash Office	<input type="checkbox"/> Hold-up Alarm	<input type="checkbox"/> On Site Security	<input type="checkbox"/> On Site Security Armed
<input type="checkbox"/> Access Control	<input type="checkbox"/> CCTV Coverage	<input type="checkbox"/> Other	

Comments:

### COMMUNICATIONS

### INITIAL SITE

### RE-CARRY SITE

Vehicle to Control	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Unsatisfactory – Counter measure (See Comments)	<input type="checkbox"/> Unsatisfactory – Counter measure (See Comments)
Portable to Vehicle	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Unsatisfactory – Counter measure (See Comments)	<input type="checkbox"/> Unsatisfactory – Counter measure (See Comments)
Mobile Phone	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Unsatisfactory – Counter measure (See Comments)	<input type="checkbox"/> Unsatisfactory – Counter measure (See Comments)
TRANSPAC Mobile Data	<input type="checkbox"/> Not Applicable	

Security Consultant:

## SITE MAP/PHOTOGRAPH

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## CLIENT SITE OHS HAZARD IDENTIFICATION AND RISK ASSESSMENT

<b>Client Name and Address</b>			
<b>Assessed by</b>		<b>Date</b>	
<b>Signatures</b>	<b>1.</b>	<b>2.</b>	

To be completed by Security or Safety Officer for all new client sites for the delivery, collection and processing of cash and valuables.

Identify hazard, assess risk level (High, Med and Low), detail risks, and suggest controls. (Order of preference: – Eliminate Substitute, Engineering, Admin/Training, and PPE).

POTENTIAL HAZARD	PRELIMINARY RISK ASSESSMENT (Tick one box in each row)				RISKS IDENTIFIED
	HIGH	MED	LOW	N/A	
<b>EXTERNAL</b>					
1. Client entrance identification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Vehicle park position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Vehicle to entrance walking route	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Environmental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Manual handling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Entrance access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. Other external hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>INTERNAL</b>					
8. Route to service point	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9. Emergency exits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. Service point hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11. Manual handling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12. Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13. Other internal hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



# APPENDICES

## RISK CONTROLS ACTION PLAN

### PHOTOCOPY FOR YOUR USE

Enter controls for the risks identified into the appropriate section of the Risk Controls Action Plan, eg. altering a door lock or using a trolley is an Engineering Control. Changing a security procedure or implementing correct manual handling is an Administrative Control.

RISK CONTROLS ACTION PLAN				
TYPE OF RISK CONTROL	RISK CONTROLS	TIMEFRAME	DATE DONE	MGR SIGN OFF
Elimination and substitution				
Engineering solutions				
Administration and training				
Personal Protective Equipment				
Manager			Date	
HSR			Date	

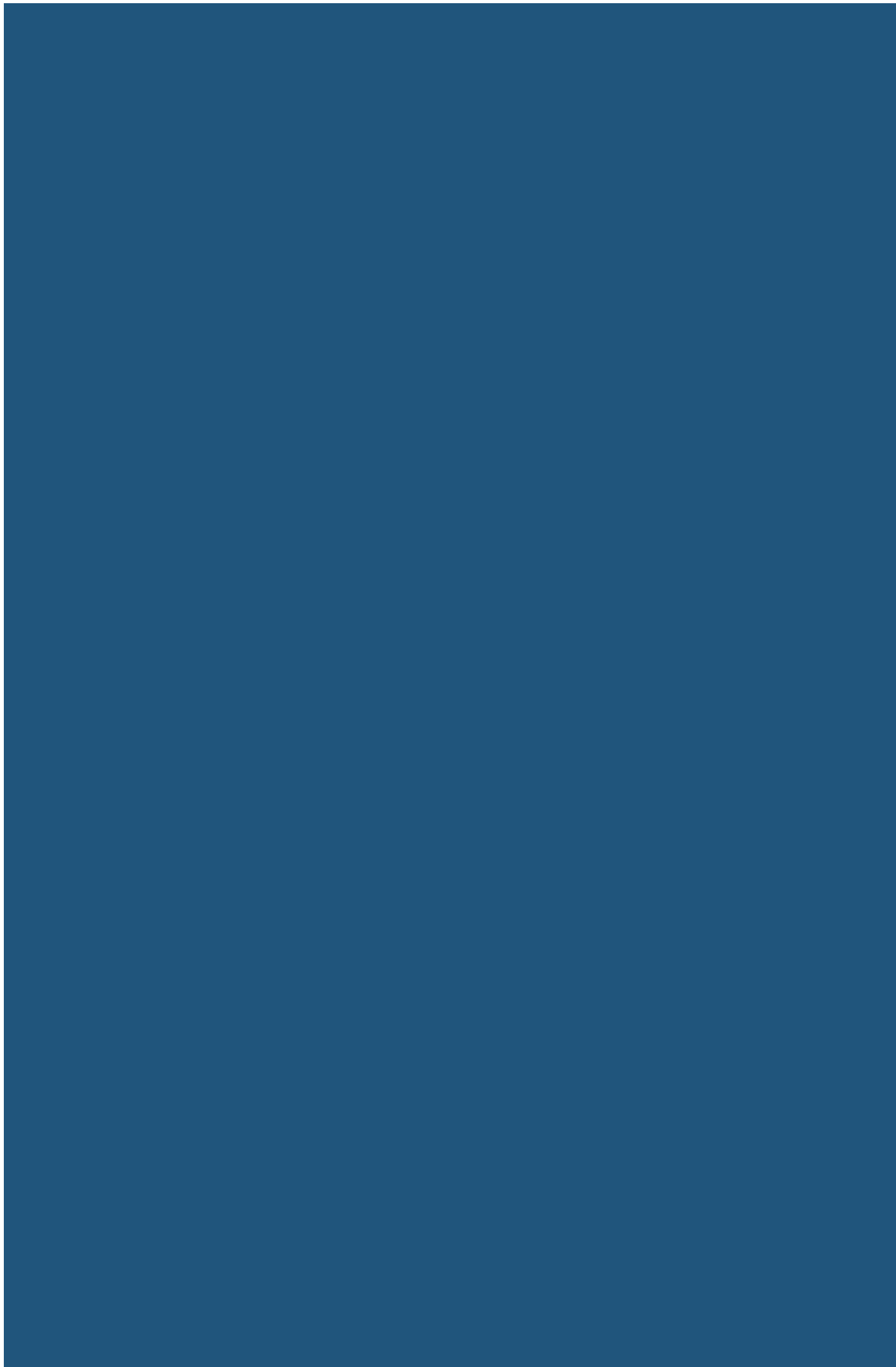
## APPENDIX B – CLIENT SITE HAZARD IDENTIFICATION AND RISK ASSESSMENT GUIDELINES

### PHOTOCOPY FOR YOUR USE

HAZARD TOPIC	HAZARD ITEMS TO CONSIDER
<b>EXTERNAL HAZARD</b>	
1. Client entrance identification	Clear identification of correct client and correct entrance doorway.
2. Vehicle park position	Road works Surrounding traffic Lighting Space to exit/enter vehicle Proximity of facilities for offender concealment
3. Vehicle to entrance walking route	Excessive distance Obstacles eg. path surface, roadworks, barriers, people Surrounding traffic Lighting Proximity of facilities for offender concealment Workmen – potential disguised offenders
4. Environment	Noise Ventilation, fumes Temperature – high, low Glaring sun
5. Manual handling	Weight of consignment Awkward shape of consignment High number of containers Provision for trolley if required
6. Entrance access	Stairs – slippery, steep, uneven, too many Rails – missing, damaged Excessive entry delay, locks, keys, codes ID, passes Offender concealment Firearms allowed
7. Other external hazards	Any other likely safety/security factor not listed above

# APPENDICES

HAZARD TOPIC	HAZARD ITEMS TO CONSIDER
<b>INTERNAL HAZARDS</b>	
8. Route to service point	Excessive distance Walkway surface, slippery, uneven, obstructions High people density, potential for disguised offenders Lighting Internal vehicles, forklifts, etc Areas for offender concealment
9. Emergency exits	Present, clearly marked, accessible
10. Service point hazards	Identification of location Open to public Lighting Communication Entry delay, locks, keys, codes ID, passes Offender concealment inside Firearms allowed
11. Manual handling	Trolley access, stairs, lifts Confined spaces, eg. 2 key safe, ATM, change machine
12. Environment	Noise Ventilation, fumes Temperature – high, low
13. Other internal hazards	Any other likely safety/security factor not listed above



## WORKSAFE VICTORIA

### Advisory Service

Level 24  
222 Exhibition Street  
Melbourne VIC 3000

Phone . . . . . 03 9641 1444  
Toll-free . . . . . 1800 136 089  
Email . . . . . info@workcover.vic.gov.au

### Head Office

Level 24  
222 Exhibition Street  
Melbourne VIC 3000

Phone . . . . . 03 9641 1555  
Toll-free . . . . . 1800 136 089  
Website . . . . . www.workcover.vic.gov.au

### Local Offices

Ballarat . . . . . 03 5338 4444  
Bendigo . . . . . 03 5443 8866  
Dandenong . . . . . 03 8792 9000  
Geelong . . . . . 03 5226 1200  
Melbourne  
(628 Bourke Street) . . . . 03 9941 0558  
Mildura . . . . . 03 5021 4001  
Mulgrave . . . . . 03 9565 9444  
Preston . . . . . 03 9485 4555  
Shepparton . . . . . 03 5831 8260  
Traralgon . . . . . 03 5174 8900  
Wangaratta . . . . . 03 5721 8588  
Warrnambool . . . . . 03 5564 3200