



CROWD CONTROL TRAINING

Student Manual

CPPSEC3101

Manage conflict and security risks using negotiation

CPPSEC3121

Control persons using empty hand techniques

CPPSEC3101

Manage conflict and security risks using negotiation

CPPSEC3101**Manage conflict and security risks using negotiation**

ELEMENTS OF COMPETENCY

1. Identify and assess conflict situation and select response option.
2. Negotiate conflict resolution.
3. Report, evaluate and improve conflict response procedures.

Communication**8 Steps in the Communication process**

The communication process refers to the steps through which communication takes place between the sender and the receiver. This process starts with conceptualising an idea or message by the sender and ends with the feedback from the receiver. In details, communication process consists of the following eight steps:

1. **Developing idea by the sender:** In the first step, the communicator develops or conceptualises an idea to be sent. It is also known as the planning stage since in this stage the communicator plans the subject matter of communication.
2. **Encoding:** Encoding means converting or translation the idea into a perceivable form that can be communicated to others.
3. **Developing the message:** After encoding the sender gets a message that can be transmitted to the receiver. The message can be oral, written, symbolic or nonverbal. For example, when people talk, speech is the message; when people write a letter, the words and sentences are the message; when people cries, the crying is the message.
4. **Selecting the medium:** Medium is the channel or means of transmitting the message to the receiver. Once the sender has encoded his into a message, the next step is to select a suitable medium for transmitting it to the receiver. The medium of communication can be speaking, writing, signaling, gesturing etc.
5. **Transmission of message:** In this step, the sender actually transmits the message through chosen medium. In the communication cycle, the tasks of the sender end with the transmission of the message.
6. **Receiving the message by receiver:** This stage simply involves the reception of sender's message by the receiver. The message can be received in the form of hearing, seeing, feeling and so on.
7. **Decoding:** Decoding is the receiver's interpretation of the sender's message. Here the receiver converts the message into thoughts and tries to analyze and understand it. Effective communication can occur only when both the sender and the receiver assign the same or similar meanings to the message.
8. **Feedback:** The final step of communication process is feedback. Feedback means receiver's response to sender's message. It increases the effectiveness of communication. It ensures that the receiver has correctly understood the message. Feedback is the essence of two-way communication.

Communication

Being able to communicate effectively is an essential skill. Whether it's in our business life or our personal relationships, effective communication is the key to our success.

Ten essential skills for effective communication.

The following is included as a guide to effective communication

1. Listening

One of the most important aspects of effective communication is being a good listener.

People do not like communicating with others who are only interested in telling you what they want to tell you, and don't listen to what you have to say. Effective communication requires active listening, so practice active listening until it becomes second nature to you.

So what is active listening? Active listening involves hearing and understanding what a person is saying to you. Unless you understand clearly what a person is telling you, you can't respond appropriately. Gain clarification by asking questions or rephrase what you're being told, so that you're sure you fully understand the message that's being conveyed to you. For example, you could say "So, what you're saying is..."

2. Non-Verbal Communication

The words we choose make up just 7% of the message being conveyed, which makes non-verbal communication all the more important. Body language is an important communication tool. Your body language should help convey your words. Other factors you should consider are things like the tone of your voice, your hand gestures, and ensuring eye contact.

A person is going to be encouraged to speak openly with you if you are relaxed and have a friendly tone. Adopt an open stance position, with relaxed legs and open arms. It is important that you make eye contact with the person you are communicating with, but be careful that you do not stare at them, as this is just uncomfortable. It is just as important that you recognise the non-verbal signals being displayed by the other person. These signals will give you an insight into how that person is feeling.

3. Be Clear and Be Concise

Convey your message using as few words as possible. Whether in person, via telephone, or email, convey your message clearly, concise and direct. If you are excessive with your words, the listener will either lose focus or just be unsure as to what it is that you want. Before speaking give some thought as to the message you want to convey. This will prevent you rambling and causing confusion.

4. Be Personable

When communicating face to face with someone, use a friendly tone with a simple smile, and ask a personal question. These things encourage the other person to engage in honest, open communication. When using written communication (e.g. email), you can achieve this by adding a simple personal message, for example, "How was your weekend?"

5. Be Confident

Confidence underpins all effective communication. Other people will believe you will do as you say if you sound confident. Making eye contact, using a firm but friendly tone (never aggressive), are all ways you can exude confidence. Remember to always be listening to the other person and looking out for those nonverbal clues.

6. Empathy

Empathy is the skill of being able to understand and share the feelings of another person.

Even if don't agree with the person you're communicating with, it's very important that you understand and respect their view. Simply saying to that person "I understand what you're saying", will let them know that you have been listening to them, and that you respect their point of view.

7. Always Have An Open Mind

Being an effective communicator requires that every conversation is approached with a flexible, open mind. This isn't always easy to achieve, but is very important to communicating effectively. Always engage in active listening, and be sure to demonstrate empathy by acknowledging you understand what the other person's point of view is. Adopting this approach will always ensure honest, productive communication.

8. Convey Respect

Other people will be more likely to engage in communication with you if you respect them and their ideas. Simply addressing another person using their name, will make them feel appreciated. If communicating via telephone, always keep focused on the conversation and avoid being distracted in any way. When communicating through email, take time to construct and edit your message, taking care to address the recipient by name.

9. Give and Receive Feedback

Giving and receiving appropriate feedback is an essential communication skill, particularly for those of us whose roles include managing other people. Providing constructive feedback, as well as giving someone praise, can greatly increase motivation and build morale.

It is just as important that you accept and encourage feedback from others. Always listen to feedback and act positively on it. If you're unsure about any aspect of the feedback, simply ask a question to gain clarification from the other person.

10. Consider The Best Medium for The Job!

The final item on my list is knowing what the best form of communication is to use. Being mindful of using the best form of communication will result in your response being a positive one. Consider things such as, who it is you're trying to communicate with, how important the topic is, and how busy that person might be. For example, asking your boss for a raise is never going to be taken seriously if you do it by text – so consider what's appropriate!

Barriers to effective communication

- **The use of jargon.** Over-complicated, unfamiliar and/or technical terms.
- **Emotional barriers and taboos.** Some people may find it difficult to express their emotions and some topics may be completely 'off-limits' or taboo. Taboo or difficult topics may include, but are not limited to, politics, religion, disabilities (mental and physical), sexuality and sex, racism and any opinion that may be seen as unpopular.
- **Lack of attention,** interest, distractions, or irrelevance to the receiver.
- **Differences in perception and viewpoint.**
- **Physical disabilities** such as hearing problems or speech difficulties.
- **Physical barriers to non-verbal communication.** Not being able to see the non-verbal cues, gestures, posture and general body language can make communication less effective. Phone calls, text messages and other communication methods that rely on technology are often less effective than face-to-face communication.
- **Language differences** and the difficulty in understanding unfamiliar accents.
- **Expectations and prejudices** which may lead to false assumptions or stereotyping. People often hear what they expect to hear rather than what is actually said and jump to incorrect conclusions..
- **Cultural differences.** The norms of social interaction vary greatly in different cultures, as do the way in which emotions are expressed. For example, the concept of personal space varies between cultures and between different social settings.
- A skilled communicator must be aware of these barriers and try to reduce their impact by continually checking understanding and by offering appropriate feedback.

Interpersonal Techniques may involve:

- active listening
- being non-judgmental
- being respectful and non-discriminatory
- constructive feedback
- control of tone of voice, facial expression and body language
- culturally aware and sensitive use of language and concepts which engage minority groups
- demonstrating flexibility and willingness to negotiate
- effective verbal and non-verbal communication
- maintaining professionalism
- providing sufficient time for questions and responses
- reflection, summarising and paraphrasing
- two-way interaction
- use of plain English
- use of positive, confident and cooperative language.

Active Listening

Active listening skills are found in good interviewers and investigators. It is a style of listening that encourages the other person to speak fully about what is on their mind. Active listening skills are an asset in security staff

as they encourage the security officer to have an open mind and to develop the ability to gather all the information before forming an opinion as to what might have taken place in an incident.

Some of the key points in active listening include:

- Encourage the other person to speak
- Nod your head in agreement when required
- Make encouraging comments such as “Go On”, “Yes” etc.
- Don’t interrupt the flow of conversation
- Make good eye contact
- Empathise with the other person
- Use silences to encourage the other person to speak and continue to speak
- Adopt a listening role
- Don’t debate what is said

Sometimes it seems to Security Officers that they are little more than referees and one of the more difficult tasks for any security officer is dealing with aggressive or difficult people. Such people will not be told what to do and will not accept an answer that you might give them. Every case is different. The most important thing to remember, when dealing with aggressive people, is not to get trapped into responding at their level. You must diffuse aggression. If someone comes in shouting at you over an issue the worst thing you can do is shout back as you are now both at an elevated level of aggression not far away from trading blows. You are a professional, your job is to diffuse that aggression and endeavour to resolve the issue. The following provide some pointers in dealing with aggressive and difficult people:

Dealing with Difficult People:

- Find out what they want. Sometimes people are just letting off steam. Ask the question. "Yes Mr Smith I understand your concern what do you want us to do about this?"
- Don't make promises you can't keep. You can refer questions on but you may not have the authority to resolve it
- Focus on the issues and don't be put off by side issues such as the personalities of the people involved
- Be confident and stand your ground
- Try and display a friendly caring attitude
- Do not display aggression. Keep your hands open and adopt an open posture.
- Make good eye contact
- Don't laugh at them
- Don't act disinterested or sigh or turn off with your body language
- Don't be distracted by other callers or the telephone
- Remember. This person has a problem. You are their point of contact. Do your best to show interest and resolve the issue

The main point to take out of this discussion is to remain calm, reasonable and responsive to the person you are dealing with.

There will be occasions however when your calm reasoned approach is not going to work. You will need to become assertive and warn persons in no uncertain terms that if they continue to cause problems then there will be consequences.

Identify and assess conflict situation and select response option

Your responses could include:

- defusing the situation
- evacuating the premises
- isolating area of potential risk
- isolating risk
- notifying relevant emergency services agencies
- providing access for emergency services
- provision of first aid
- requesting back-up support or assistance
- tactical withdrawal
- use of negotiation techniques.

Use of Force - Do's and Don'ts

The force that is used must always be the minimal that is required to achieve the objective. If you are attacked you are entitled to defend yourself but it is illegal to take retaliatory action. You are always liable for any force you use that is excessive.

- Use only the minimal force required to achieve the objective
- When removing persons from premises do not use punches and karate strikes
- Locks are holds are more effective and safer
- Never continue an altercation outside the club or hotel
- Do not follow the patron to their car or continue a verbal argument
- Your job stops when the person is evicted
- Do not get involved in a one on one situation
- Seek assistance from other staff
- Always give the person a warning to leave unless their behaviour warrants immediate removal
- Always give a reasonable time for the person to leave
- Remember you are personally responsible for the consequences arising out of your use of force

Identify and assess conflict situation and select response option.

Identifying conflict situations is more often the role of the crowd controller although that is not to say that a mobile or static security officer will not come across a conflict situation in the course of their patrol.

The Security Officer/Crowd Controller working in a night club or hotel environment is more likely to become involved in a conflict situation due to the fact they are dealing with a large number of persons, some of whom may be effected by alcohol to a greater or lesser extent and some of whom may be effected by drugs.

However, all security officers must be ready to negotiate when faced with a conflict situation. Negotiation techniques cannot be taught from a book they are honed through numerous interaction and review situations. Security officers with a continuous learning focus should conduct an interview debrief after every such contact. What did I do right? What set this person off? What seemed to calm them down? Trial and re-trial your communication techniques. Every conflict situation is different. Time, experience and constant evaluation of your skill set will improve your ability and skills in this area.

Listed on the next couple of pages are examples of what causes conflict. These examples are taken from seminars we have run in the past for crowd controllers working in the nightclub and hotel scene. Although we have listed drunkenness and drug taking amongst the cause of conflict situations it is important to realise that normally there is a trigger or other event which causes the conflict to escalate. Alcohol and drugs will generally exacerbate an individual's reaction, that is, make it worse. Where normally an individual would be prepared to let a remark or behaviour go without comment, too much alcohol may cause a response which is excessive. For example, you may get away with ribbing someone about their favourite sports team at work but get a completely different result when they have a dozen beers on board and have been brooding about the team's loss most of the afternoon. Unfortunately, as we all know, many people react quite differently when they have been drinking heavily.

Examples of conflict situations in Hotels/Nightclubs

- Drunkenness
- Drug Consumption
- Males propositioning other male's girlfriends
- Girls winding up guys to "have a go" at someone else
- Drug deals
- Money debts
- Arguments (any cause)
- Spilt drinks
- Cigarette burns on clothes
- Crowded situations causing jostling and pushing
- Insulting remarks
- Comments over another person's behaviour or dress

Other conflict situations may relate to:

- accidents resulting in injury
- conflicts between members of public
- cultural differences
- destruction of property
- ejection of persons
- persons carrying weapons
- persons refusing to follow directions and guidance

- persons under the influence of intoxicating substances
- persons with criminal intent
- responses of young people due to past experiences of trauma or torture
- riots and demonstrations
- situations affecting the security of self, others or property
- violent, aggressive or threatening persons.
- Persons caught unlawfully in buildings
- Persons caught unlawfully trespassing in factory yards and building sites
- Shoplifters apprehended in shopping malls
- Dealing with groups of street kids
- Persons continuing domestic arguments and assaults in public places
- Persons who are drunk and disorderly in public places
- Persons caught spray painting walls

How to Perform a Dynamic Risk Assessment

Dynamic risk assessment is the practice of mentally observing, assessing and analysing an environment while we work, to identify and remove risk. The process allows individuals to identify a hazard on the spot and make quick decisions in regards to their own safety.

Here are 5 steps on how to perform an effective dynamic risk assessment in the workplace:

1. **Stop and look around** – before starting work, make it a habit to observe the environment for any [hazards](#) present such as physical, biological, organizational, chemical or safety hazard. Identify and rate the risk level, severity and likelihood.
2. **Check and select** – check for available safety systems of work and select the most appropriate for the situation.
3. **Examine** – assess the chosen systems of work. Once a course of action has been determined as offensive or defensive, you need to decide whether or not the risks involved are aligned with the benefits of the outcome.
4. If YES, proceed with allocating responsibilities and communicating safety measures and procedures.
5. If NO, go back to step 2.
6. **Add more measures as needed** – introducing additional control measures can help further reduce or eliminate risks to an acceptable level. (e.g. use of additional PPE and specialised equipment)
7. Document and report all findings – all findings should be properly documented for review and safety planning purposes.

Case Studies in Managing Conflict Situations

It is all very well advising people how to react in a given conflict situation but we tend to learn better through experience. For that reason the following case studies are presented as examples of how you might deal with a conflict situation.

The details in all these cases are true as they have been discussed with Security Officers in seminars we have run.

Case Study One – Dealing with intoxicated persons

A security officer in his capacity as a crowd controller was at the front door and foyer area of a chartered club. His role was to vet visitors, make sure people had membership cards or reciprocal membership or lived far enough away that they were entitled to enter the club. Unfortunately, the entrance was downstairs and on entering the club guests immediately went up a set of stairs to the bar and nightclub area. He was therefore somewhat isolated from the rest of the security team.

Three intoxicated males came in to the foyer to seek entry. The security officer told them to sign the entry books and produce appropriate identification in accordance with the regulations. The three males simply swore at him and climbed the stairs and entered the bar.

The security officer did not try to prevent them entering as he feared an assault.

The security officer then went upstairs and spoke to the bar manager and advised him what had happened. The bar manager with back up from other bar staff and security personnel approached the three men. He advised them that as they had been drinking they were not allowed alcohol but were welcome to have a meal. If they wished to stay they had to go back down the stairs and sign in like any other guest.

Two of the persons complied. They went and signed the book and had a meal. The third decided to make a fight of it and was bodily carried out of the club by six security personnel.

This club runs a weekly debrief sessions where incidents such as this are discussed. In the debrief it was agreed the security officer at the front door had done the right thing as he could not handle three people by himself. He had sought assistance and the bar manager had organised sufficient staff to deal with any eventuality prior to taking action.

Case Study Two – Attempted Hold up of Cash Escort Staff

An unarmed Security Officer was delivering cash from a client to a bank night safe at approximately 2200 hours in a small town location. Due to a one way street system he had to park his vehicle and walk some 25 metres to the bank. On his exit from the bank he noted a van blocking his vehicle in. As he approached a motor cycle with one rider pulled in to the end of the street. He immediately called his supervisor who called the police. A police officer was in a nearby building and immediately drew his firearm and approached the offender who was known to him despite his wearing a balaclava under his helmet.

The Officer effected an immediate arrest of two local criminals who subsequently both received terms of imprisonment.

Had the robbery been successful both offenders were armed with pieces of wood to be used as batons which could have seriously injured the security officer. In addition, they failed to realise that the security officer was coming out of the bank having already deposited the cash and therefore was carrying no money.

A subsequent debrief of the security company's SOPs ensured in the future the security van pulled up directly in front of the bank to lessen the risk to their staff.

Case Study Three – Fighting in a night club

Two young males in a regional centre night club both known to each other and regarded as good customers commenced a fight in the club over an issue that had developed between them.

The fight drew a crowd of excited onlookers and there was a danger of associates of the two becoming involved. Security staff moved in and immediately evicted both males and placed them both on a one month ban. Security staff then returned to the scene to make sure there was no flare up between associates.

In debriefing the incident it was noted that the quick action had defused the situation and having staff return to where the incident commenced was sufficient to calm others down. Both parties accepted the ban and later were able to access the club again.

Comment

These real life events are examples of the type of conflict situation that can arise. Sometimes despite your best efforts there will be a quick deterioration in a situation and immediate action will be required. There are some learning points we can take out of these case studies and they are listed below:

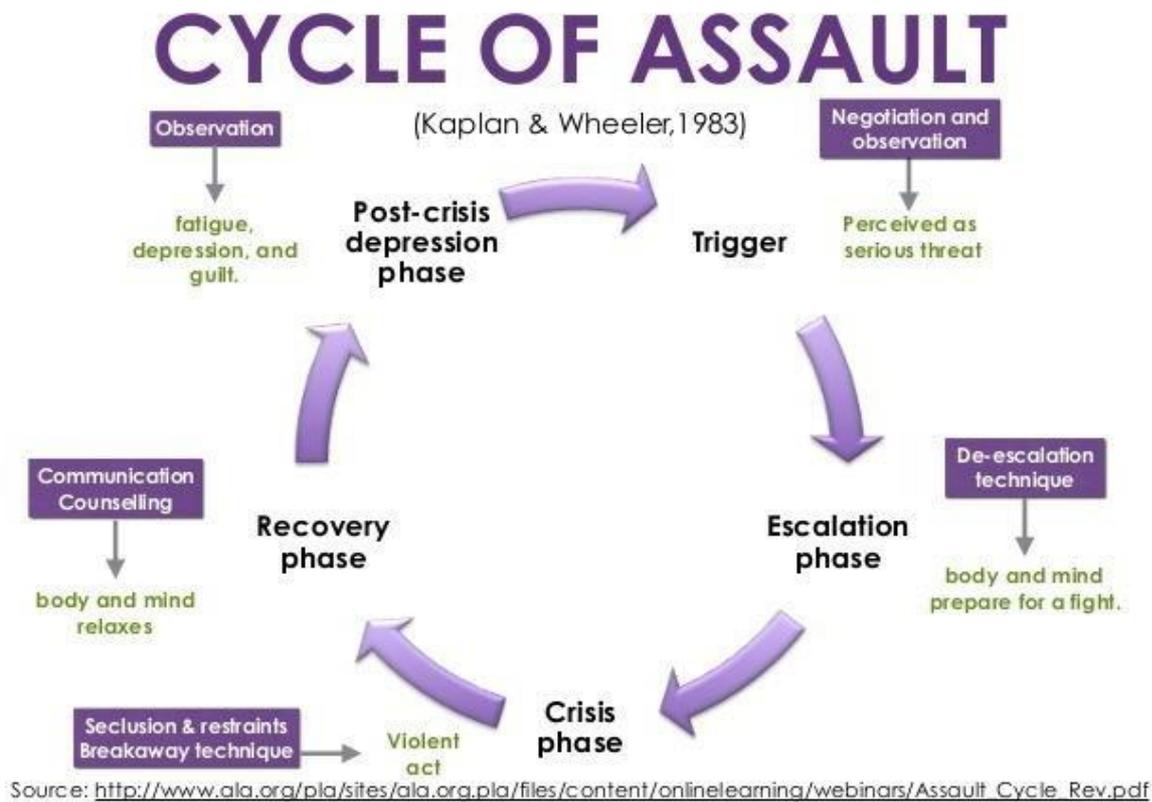
- Take action quickly don't let a problem escalate
- Don't take on what you can't handle
- Seek back up when it is required
- Don't use excessive force
- Continue to monitor the problem area
- Remember the value of surveillance cameras
- Wear appropriate clothing
- Be professional
- Force should only be used as a last resort.

Remember also when requesting someone to leave license premises always endeavour to warn the person before evicting them and then always request that they leave giving them reasonable time to leave before the use of force is undertaken.

The aggression cycle (Cycle of assault)

While it may seem that fights, assaults and other acts of aggression occur as a spontaneous event there is a cycle of aggression that normally happens. The five phases are:

- Trigger
- Escalation
- Crisis
- Recovery
- Post Crisis



Trigger

The trigger event can best be described as any action or event that the aggressor identifies as an immediate threat to themselves or their wellbeing. Depending on the mental state of the person concerned the trigger event may be minor or major. For example, some people will not “trigger” until physically attacked while others may perceive an imminent threat as something as simple as being warned by a Crowd Controller about their behaviour or having a Police Officer knock on their front door.

Escalation

The individual will now begin to display increasing signs of inner stress. Some of these signs are readily identifiable to experienced security personnel and include:

- A raised voice
- Pacing up and down
- Widely gesticulating
- Becoming increasingly agitated
- Threatening and abusing others
- Poking or finger pointing
- Clenching fists

It is at this stage that the Crowd Controller should become involved in an attempt to deescalate an increasingly tense situation. Good communication skills will allow you to defuse the situation and prevent it from escalating into physical confrontation.

Crisis

If the situation is unable to be defused or if the incident spirals quickly out of control a physical assault may occur with the aggressor assaulting the person he or she believes to be threatening them.

As soon as a physical incident occurs the Crowd Controller should move in to prevent injury to the parties involved or injuries to onlookers or persons nearby. The aggressor(s) should be separated and immediately removed from the area. Normally it is at this point that the aggressor will be evicted. Common sense dictates that both parties are not evicted through the same door at the same time.

An alternative action is to remove the aggressor to a quiet area and allow them to recover their self-control.

Recovery

Once the confrontation is over most people will calm down, at least temporarily. It is important that you ensure that other parties involved in the incident are not allowed to crank the situation up again by yelling out insults or attempting to assault the person concerned.

Post Crisis

Following the incident the aggressor may exhibit symptoms of fatigue, guilt and or depression. Do not try and lecture or preach to the persons concerned as it is only at a later stage that the person may be in a position to evaluate their behaviour and draw lessons from it.

Situational Use of Force Model

The Use of Force Continuum also called the Situational Use of Force Model is a guide to assist security officers when dealing with incidents requiring the use of force. The Situational Use of Force Model visually represents a security officer surrounded by the use of force options available to the officer.

This model assists the security officer to select the most appropriate option(s) to resolve an incident. The 'Situational Use of Force Model' is not restrictive. Security officers may select other 'use of force' options to escalate or de-escalate the use of force as necessary.

Security officers should consider all the 'use of force' options available to them and all the circumstances of an incident when determining the most appropriate use of force option(s) to be used.

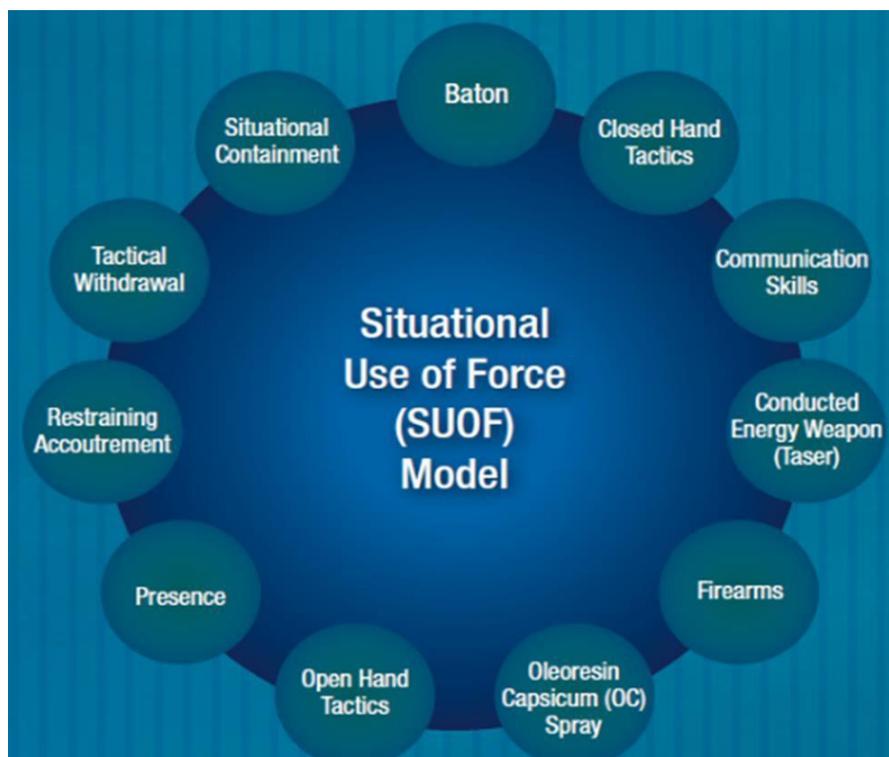
Security officers should bear in mind that all 'use of force' applications must be:

- authorised;
- justified;
- reasonable / proportionate / appropriate;
- legally defensible; and
- tactically sound and effective.

In this regard to selecting the appropriate use of force option security officers should also consider the following factors when selecting a use of force option:

- the physical attributes of the person concerned as opposed to the officer;
- the circumstances and location of the incident;
- the possibility that the officer may be required to increase or decrease the initial 'use of force' option as the situation changes;
- the possibility of injury to the officer;
- the possibility of injury to the person concerned;
- the possibility of injury to other persons;
- in the case of security officers, the requirement to act quickly and professionally having made the decision to restrain a person to prevent an escalation of an incident.

The Use of Force Continuum also called the Situational Use of Force Model is based on police training and has been in existence for a number of years in one form or another. Essentially the continuum is displayed as eleven options, nine of which are available to security officers in Queensland



The Use of Force Continuum

- The Presence of the Security Officer
- Restraining Accoutrement
- Tactical Withdrawal
- Situational Containment
- Baton
- Closed Hand Tactics
- Communication Skills
- Conducted Energy Weapons
- Firearms
- Chemical Agents (OC Spray)
- Open Hand tactics

The Presence of a Security Officer

The mere presence of a highly visible uniformed security officer or marked security vehicle often has a prevention effect and may be all that is required to prevent the commission of a crime or the continuance of disorder.

Restraining Accoutrement

Security Officers in Queensland are permitted to carry and use handcuffs under strict conditions. Additional training in the use and carriage of handcuffs is required.

Tactical Withdrawal

Withdrawing from a violent and dangerous situation to a safe distance and communicating and negotiating with the subject person is an option open to security officers.

Situational Containment

Withdrawing from a violent and dangerous situation, containing the subject away from other persons and communicating with the subject person whilst backup and/or police attend is an option available to security officers.

Baton

Security Officers in Queensland are permitted to carry and use batons under strict conditions. Additional training in the use and carriage of batons is required

Closed Hand Tactics

There a number of blocks to punches and strikes that can be used prior to the application of holds. These require the application of practice before you could be considered proficient. Great care must be also being taken as there is a very high risk for injury to the subject person.

Communication Skills

Effective communication techniques can often achieve the required result without the need to resort to further force. A positive assertive instruction may be all that is required to have a person comply with your request.

COMMUNICATION SKILLS MUST BE USED AT ALL TIMES AND IN CONJUNCTION WITH ANY AND ALL OTHER OPTION.

Chemical Agents (OC Spray)

Security Officers in Queensland are NOT permitted to carry or use chemical agents in Queensland. This is an offence under Queensland law.

Open Hand Tactics

Physical force is the used to block and prevent punches connecting and simple locks and holds to ensure compliance. This may involve physically supporting someone to assist them leaving premises when legally required to do so or a firm arm grip to ensure compliance with your instructions. The use of open hand techniques to guide, support and instruct are included.

Temporary Incapacitation

In certain circumstances a person may need to be incapacitated temporarily to enable them to be restrained for the police. As an example, a violent offender in a night club who had stabbed someone in the face with a broken bottle should be restrained or arrested and handed over to the police. A safe method of restraining someone is to use handcuffs. However, in Queensland it is illegal for a Crowd Controller to possess either a baton or handcuffs when employed principally for the purpose of maintaining order in or about a public place such as in a nightclub. Handcuffs and batons are restricted weapons under the Weapons Act and it is an offence to possess restricted weapons without lawful excuse. The Act specifically states it is not a lawful excuse merely because the person is employed as a Crowd Controller.

Great care must be also being taken that when restraining someone death does not occur through a Positional Asphyxia. (See follow notes on Positional Asphyxia).

The use of carotid artery holds, neck locks and other head or neck holds are dangerous and should be avoided. Such holds may cause serious injury to a person to whom they are applied.

Deadly Force

It is very difficult to define a situation where a Security Officer or Crowd Controller would be justified in using deadly force to cause the death of a person.

Any death caused by a Security Officer or Crowd Controller during the course of their duty will be examined by the Police and by the Coroner.

Where at all possible before a situation deteriorates to such a level of violence the police must be called to the scene.

The Debrief

Debriefing an incident is becoming more and more common in the workplace. A few years ago security staff were simply sent home at the end of a night whether or not anything major happened. Now whenever a major incident occurs companies with modern management techniques will organise a formal debrief of the incident.

This is particularly important to enable individuals to address concerns they may have about the action they or others took during the incident.

It is also common to read in the newspaper that whenever there is a major incident involving emergency services personnel, such as a fatal motor accident or fire, the staff involved will always be offered counselling. Security companies have traditionally not been good in this area but that is slowly starting to change.

The debrief is a formal mechanism for reviewing an incident and to assist staff de stress after the incident. During the debrief staff identify what occurred and examine the actions taken. It is not held with a view to criticise actions but rather it is held to identity what was done well and what could be improved in the future. Staff are also encouraged to share any feelings they might have in relation to the incident and this is a mechanism to deal with the accumulated stress of the situation.

If you are working for a nightclub where a major brawl occurred during the course of the evening then as a supervisor you should be looking to debrief the incident before everyone goes home.

The debrief is best held shortly after the incident concerned so try and hold it before staff head away. Before you run it make sure you have completed all the necessary administration tasks such as completing the Crowd Controller's on site log book.

Hints for facilitating a successful debrief situation

- Make sure there are no interruptions
- Ensure privacy
- Get buy in from staff to keep what is discussed within the four walls
- Don't criticise
- Lead off by summarising what occurred
- Praise positive work
- Collectively identify what was done really well and reinforce that
- Collectively identify what could have been done better
- Identify strategies to improve poor performance
- Allow everyone to have their say
- Allow staff to vent their feelings
- Reassure staff who might be feeling vulnerable
- Finish off by summarising findings
- Thank staff for attending

Counselling needs

From time to time staff may become traumatised by incidents they attend and may require professional counselling assistance.

As a Supervisor if you identify such a need or it is brought to your attention you have a Duty of Care to the employee to ensure they are offered professional assistance.

From a managerial point of view you also need to bring the issue to the attention of your employers. If the employee is offered the assistance and declines it the Company must ensure they have a written record or audit trail. This is to safeguard the Company against later allegations that they failed to provide timely and adequate support and assistance to the employee.

CPPSEC3121

**CONTROL PERSONS USING EMPTY
HAND TECHNIQUES**

CPPSEC3121**Control persons using empty hand techniques****Elements**

1. Assess need to use empty hand techniques and response options.
2. Apply defensive empty hand techniques.
3. Restrain and isolate subject.
4. Finalise and evaluate response.

Research**Crowd Controller Code of Practise**

Research and download the Security Providers (**Crowd Controller Code of Practice**) Regulation 2008 from the Office of Fair Trading Website (Queensland)

Research**Self defence techniques**

You are not going to learn to be a martial arts exponent in this training. We will take you through a variety of defensive techniques commonly used in the security industry or any self defence environment. Unless you join a club or regularly practise these techniques you will not remember what to do in the event of a real confrontation.

For that reason we strongly urge anyone planning to work in an environment where force might be required, such as a Crowd Controller role in a Nightclub to practise self defence on a regular basis with a recognised martial arts club

Practical Activities you must demonstrate:**How to stand:**

- Interview stance
- Defensive stance
- Bladed stance

Blocking techniques

- Shoulder block
- Elbow block
- Full face block
- Block against the haymaker
- Am blocks general

Locks

- Wrist lock
- Come along hold
- Straight arm bar

Take downs

- Straight arm bar take down
- Take down from a punch
- Shoulder take down

There is a wealth of training material on the Internet and before coming in to the class if you have no idea of martial arts or self defence you will need to review the following video sin your own time.

Video Research

Bladed Stance

<https://www.youtube.com/watch?v=w09nWvCLWcA>

Safety or defensive stance

<https://www.youtube.com/watch?v=O1TBIS0mSYg>

Shoulder Block

Elbow Block

Full face block

<https://www.youtube.com/watch?v=M-TDHRH8oe0>

5 ways to defend yourself against attack (Aikido)

<https://www.youtube.com/watch?v=HvK7aaKIJFE>

Responding to a grab

https://www.youtube.com/watch?v=k1H6F_q8kLQ

Introduction

Security Guards, Crowd Controllers and Bodyguards from time to time may be required to use force. Negotiation to mitigate aggression is always preferable. However, should you be required to restrain anyone through the use of force then certain guidelines must be followed.

These guidelines relate to the degree of force which a Security Officer may use. Generally speaking Security Officers and Crowd Controllers do not make arrests and it is always preferable to take up an observation role and call the police to the scene.

The Use of Force in a self-defence situation is covered during the discussion on Section 271 of the Queensland Criminal Code, Self defence against unprovoked assault. There is no specific defining legal case which spells out how much force a security officer is allowed to use and all cases are judged on their merits. You must always relate back to the legislation which allows you to make effectual defence against any assault on you providing the force used is not intended, and is not such as is likely, to cause death or grievous bodily harm. We will first look at the legislation that is applicable to the use of open hand techniques in any situation.

THE LAW – Legislation Overview

Queensland Criminal Code – Review

ASSAULT

245 Definition of assault

1. A person who strikes, touches, or moves, or otherwise applies force of any kind to, the person of another, either directly or indirectly, without the other person's consent, or with the other person's consent if the consent is obtained by fraud, or who by any bodily act or gesture attempts or threatens to apply force of any kind to the person of another without the other person's consent, under such circumstances that the person making the attempt or threat has actually or apparently a present ability to effect the person's purpose, is said to assault that other person, and the act is called an assault.
2. In this section—
Applies force includes the case of applying heat, light, electrical force, gas, odour, or any other substance or thing whatever if applied in such a degree as to cause injury or personal discomfort.

Examples Direct and Indirect Assault.

1. Striking a person with no justification is an example of a direct assault.
2. Punching someone in the face with your fist is an example of a direct assault. Causing them to fall backwards and injure another party is an example of an indirect assault by you on the second person.
3. Fraudulently advising a 15 year old girl you can cure her cold by rubbing her chest area is an example of consent being obtained by fraud and is an example of an indecent assault with consent obtained by fraudulent means.
4. Threatening to punch someone in the face when you have the ability to effect the assault is an assault.

Can we consent to being assaulted?

Yes. In certain circumstances we consent to being assaulted. As examples, think about sports such as boxing, league and rugby.

Also consider the potential for a criminal charge if the “assault” goes beyond that which is consented to. For example, if you are playing a game of league there is an implied consent for the opposition to tackle you. There is no consent however for the opposing player to jump up and down on your head once the tackle is completed and should serious injury result there is potential for the opposing player to be criminally liable for the assault on you

246 Assaults unlawful

An assault is unlawful and constitutes an offence unless it is authorised or justified or excused by law. (i.e. removal of certain persons from licensed premises under the Liquor Act)

The application of force by one person to the person of another may be unlawful, although it is done with the consent of that other person.

Comment

Be in no doubt that if you punch someone you have assaulted them. The Act of using a baton to strike someone is an assault. The only thing saving you from a criminal conviction is whether or not the use of the baton is justified in law.

S 271 Self defence against unprovoked assault

When a person is unlawfully assaulted, and has not provoked the assault, it is lawful for the person to use such force to the assailant as is reasonably necessary to make effectual defence against the assault, if the force used is not intended, and is not such as is likely, to cause death or grievous bodily harm.

If the nature of the assault is such as to cause reasonable apprehension of death or grievous bodily harm, and the person using force by way of defence believes, on reasonable grounds, that the person cannot otherwise preserve the person defended from death or grievous bodily harm, it is lawful for the person to use any such force to the assailant as is necessary for defence, even though such force may cause death or grievous bodily harm.

273 Aiding in self-defence

In any case in which it is lawful for any person to use force of any degree for the purpose of defending himself or herself against an assault, it is lawful for any other person acting in good faith in the first person’s aid to use a like degree of force for the purpose of defending the first person.

Queensland Criminal Code

Definitions

Bodily harm means any bodily injury which interferes with health or comfort.

Grievous bodily harm means—

a. the loss of a distinct part or an organ of the body; or

- b. serious disfigurement; or
- c. any bodily injury of such a nature that, if left untreated, would endanger or be likely to endanger life, or cause or be likely to cause permanent injury to health; whether or not treatment is or could have been available.

283 Excessive force

In any case in which the use of force by one person to another is lawful the use of more force than is justified by law under the circumstances is unlawful.

Some Assault Penalties

The following penalties are what can be expected if you were to be convicted of an assault.

At all times Security Officers must work within the law and use only force which is reasonably necessary in order to defend themselves. Security Officers run the risk of losing their license and serving a term of imprisonment when they step outside the boundaries of acceptable behaviour.

Common Assault. (Misdemeanour).	3 years imprisonment.
Assault causing grievous bodily harm.	14 years
Assaults occasioning bodily harm.	7 years
Serious Assaults	3 years

POWERS OF ARREST

SECURITY OFFICERS HAVE NO SPECIAL POWERS OF ARREST!!!!

A security guard has no more power than that provided to every other citizen. Your security license does not give you any powers, it merely provides you with an identify card to show you are a licensed security guard. You could face serious criminal charges for arresting someone when you have no authority to do so.

Citizens Power of Arrest

Under the Queensland Criminal Code there is no such thing as a Citizens Power of Arrest.

You may detain someone in order to prevent a breach of the peace but you must hand that person over to a Police Officer as soon as possible.

260 Preventing a breach of the peace

It is lawful for any person who witnesses a breach of the peace to interfere to prevent the continuance or renewal of it, and to use such force as is reasonably necessary for such prevention and is reasonably proportioned to the danger to be apprehended from such continuance or renewal, and to detain any person who is committing or who is about to join in or to renew the breach of the peace for such time as may be reasonably necessary in order to give the person into the custody of a police officer.

Remember the key points

1. If you make a "citizen's arrest" you must hand the person over to a Police Officer immediately.
2. You must make sure that you have authority to detain this person. What action on their part allows you to detain them?
3. You must only use reasonable and necessary force in detaining them.

4. As always you can **never** verbally abuse, strip search or undertake any other action for which you could later be held liable civilly or criminally.

Key Point

Once you have handed the subject over to the Police they are under no obligation to bring a charge. If the Police believe you have unlawfully detained the subject, you could be the person facing prosecution.

355 Deprivation of liberty

Any person who unlawfully confines or detains another in any place against the other person's will, or otherwise unlawfully deprives another of the other person's personal liberty, is guilty of a misdemeanour, and is liable to imprisonment for 3 years.

What is a breach of the peace?

Reference: Findlaw Australia Website www.findlaw.com.au

(A) breach of the peace is not an offence, but instead it is the basis for the execution of the common law power which prevents public disorder. Furthermore, breach of the peace is one element of other public order offences such as unlawful assembly or riot.

In attempting to establish what breach of the peace entails, we can turn to the leading authority of the concept which can be found in R v Howell, where Watkins LJ in the English Court of Appeal, defined breach of the peace in the following way:

"There is breach of the peace whenever harm is actually done or is likely to be done to a person or in his presence to his property or a person is in fear of being so harmed through an assault, an affray, a riot, unlawfully assembly or other disturbance."

The Queensland courts have established that the standards required to establish proof of a breach of the peace are such that the actions of the person would have to equate to ACTS PARAMOUNT TO RIOTING and have interpreted this section of the act that it was intend to prevent major disturbances escalating into a riot.

Key Point

There is nothing here that justifies you arresting people for theft, insulting language, high spirits drunkenness etc.

Trespass

277 Defence of premises against trespassers—removal of disorderly persons

It is lawful for a person who is in peaceable possession of any land, structure, vessel, or place, or who is entitled to the control or management of any land, structure, vessel, or place and for any person lawfully assisting him or her or acting by his or her authority, to use such force as is reasonably necessary in order to prevent any person from wrongfully entering upon such land, structure, vessel, or place, or in order to remove therefrom a person who wrongfully remains therein, provided that he or she does not do grievous bodily harm to such person.

(2) It is lawful for a person who is in peaceable possession of any land, structure, vessel, or place, or who is entitled to the control or management of any land, structure, vessel, or place, and for any person acting by his or her authority, to use the force that is reasonably necessary in order to remove therefrom any person who conducts himself or herself in a disorderly manner therein, provided that he or she does not do the person grievous bodily harm.

Restricted Weapons

Under no circumstances will you carry a firearm while working as a Security Officer unless you and the Security Company you work for are licensed. Your company must be licensed to store and issue firearms and you personally must have undertaken a Firearms Training programme and be issued with a license to carry firearms in your role as a Security Officer. There must be a legitimate reason to carry the firearm, such as undertaking a cash escort. In addition there are restrictions on the number and type of firearms that Security Officers can carry during their employment. For that reason there is a separate training programme relating specifically to firearms.

Less clear for some security staff is the question of restricted items and to assist in clarifying that the legislation relating to restricted weapons is outlined below:

Section 67. Weapons Act 1990

1. A person must not, without reasonable excuse, possess or acquire a restricted item.
2. Maximum penalty - (10 penalty points - \$750.00 fine)
3. For subsection (1), it is not a reasonable excuse to possess or acquire a restricted item for crowd or traffic control.
4. In this section "**Restricted item**" means an item prescribed as a restricted item under the *Weapons Categories Regulations 1997*.

Section 9. Weapons Categories Regulations 1997

The following items are restricted items for section 67 of the (Weapons) Act

- a) handcuffs, thumb cuffs or other similar restraints
- b) nunchaku or kung fu sticks or any similar device which consists of 2 hard non flexible sticks, clubs, pipes or rods connected by a length of rope, cord wire or chain constructed or designed to be used in connection with the practise of a system of self-defence and which if used offensively against a person is or are capable of causing bodily harm;
- c) a billy club, a baton or any device constructed or designed as a telescopic baton, not being a toy or a category M weapon, that if used is capable of causing bodily harm;
- d) any studded glove which if used offensively against a person is capable of causing bodily harm

As a Crowd Controller working at a night club or hotel or anywhere you are dealing with crowds the use of handcuffs and batons is **specifically prohibited**.

LIQUOR ACT 1992.**S 165. Removal of persons from premises****Removal of persons from premises:**

Your power to remove persons from licensed premises is contained in the Liquor Act 1962 as set out below:

An authorised person for premises to which a license or permit relates may require a person to leave the premises if:

- the person is unduly intoxicated; or
- the person is disorderly; or
- the person is creating a disturbance; or
- the person is a minor, other than an exempt minor; or
- the person has entered the premises despite being refused entry under section 165A; or
- the person refuses to state particulars, or to produce evidence, as to age when required to do so under section 167

A person must immediately leave premises when required to do so under subsection (1).

Maximum penalty—25 penalty units.

If a person fails to leave when required under subsection (1), the authorised person may use necessary and reasonable force to remove the person.

A person must not resist an authorised person who is removing the person under subsection (3)

Maximum penalty—25 penalty units.

In this section—

Authorised person, for premises to which a licence or permit relates, means—

- a) the licensee or permittee; or
- b) an employee or agent of the licensee or permittee.

An authorised person means the licensee or permittee or an employee or agent of the licensee or permittee. This includes a security guard/crowd controller

Comment:

Note that the use of force must be necessary and reasonable. It is good practice to ensure there are at least two of you conducting the eviction. Some licensed premises have the bar manager request the person to leave. This is also good practice as it takes the security guard out of the confrontation. Your role is then merely to back up the manager. It is not good practice for Security Officers to make decisions about evicting people and then carrying out the eviction before they have referred the matter either to the bar manager or the security supervisor. Having another person there to assist you with evicting someone not only provides you with physical support it also ensures you have someone there who can corroborate your version of events if the matter later became subject to any sort of complaint or enquiry.

While the act gives you the power to remove persons we are also aware that some licensed premises will not remove persons. If someone who should be removed is asked to leave and they refuse to go then management will call the police and request the police remove the person concerned. This is a direct result of public liability concerns that many in the entertainment industry have about being sued for the actions of their staff should an injury occur in the act of removing someone from licensed premises.

Exempt Minors

Queensland Government Business and Industry Portal

It is illegal for minors to be on licensed premises. However, the following are exemptions to this requirement:

- the premises has a current [community club licence, community other licence](#) or [restricted liquor permit](#), and the minor's presence does not contravene the club's rules or a condition of the licence or permit
- the minor is on the premises for a purpose, and in circumstances, approved by the Commissioner for Liquor and Gaming or stated in a condition of the licence or permit
- the premises has a current [community club licence, community other licence](#) or [restricted liquor permit](#), and the minor's presence does not contravene the club's rules or a condition of the licence or permit
- the minor is on the premises for a purpose, and in circumstances, approved by the Commissioner for Liquor and Gaming or stated in a condition of the licence or permit
- the minor is eating a meal on the premises or is accompanied by a responsible adult who is responsibly supervising the minor.
- the minor is a resident on the premises
- the minor is working on the premises to perform duties as an employee of the owner, or occupier, in the conduct of a lawful business or while receiving training for employment or work experience (see below)
- the minor is attending a function being held on the premises

But, if the minor is on the premises after 5pm, and the licence for the premises is a nightclub licence, then the exemption does not apply. In this case, the minor is not exempt even if eating a meal on the premises or in the company of a responsible adult.

It is important to note that all staff of licensed premises (including bar staff, contracted security, bottle shop attendants and restaurant staff) are responsible under the *Liquor Act 1992* for ensuring minors (except exempted minors) do not enter or remain on licensed premises. Licensees must ensure their staff are aware of their obligations and the [potential fines that may apply](#).

Minors working on licensed premises

Under the *Liquor Act 1992*, children under the age of 18 may work in licensed premises; but they must not work in licensed premises that operate under an adult entertainment permit.

If your liquor licence does not include an adult entertainment permit, provisions of the Child Employment Regulation 2006 may also affect you. Specifically, minors are prohibited from: being employed in licensed premises that feature activities such as topless waitressing working while nude or partially nude being exposed to inappropriate roles and situations, including being present while another person is nude or partially nude in the workplace.

165A Refusing entry to premises

An authorised person for premises to which a licence or permit relates may refuse to allow a person to enter the premises if—

- the person is unduly intoxicated; or
- the person is disorderly; or
- the person is a minor, other than an exempt minor; or
- the authorised person suspects on reasonable grounds the person is a minor and the person fails to—

- ❖ produce acceptable evidence that the person is not a minor; or
- ❖ show that, if admitted to the premises, the person will be an exempt minor;

A person must not enter, or attempt to enter, premises to which the person is refused entry under subsection (1).

Maximum penalty—25 penalty units.

If a person attempts to enter premises despite being refused entry to the premises under subsection (1), an authorised person may use necessary and reasonable force to prevent the person from entering the premises. A person must not resist an authorised person who is preventing the person from entering premises under subsection (3).

Maximum penalty—25 penalty units.

In this section—

Authorised person, for premises to which a licence or permit relates, means—
the licensee or permittee; or
an employee or agent of the licensee or permittee.

165B Preservation of other rights to prevent entry to premises or remove persons from premises

Sections 165 and 165A do not limit any rights a person has under another law to prevent entry to premises to anyone or remove anyone from premises.

Example—

A licensee decides on a dress standard for persons in the licensed premises. The licensee may exercise the licensee's rights apart from this Act to stop anyone who does not comply with the standard from entering the premises.

Underage Drinkers

Liquor Act 1992. Section 167. Ascertainment of Age.

For the purposes of this Act, an authorised person, may require another person whom the authorised persons suspects on reasonable grounds to be a minor and to be contravening a provision of the Act

- to state all relevant particulars concerning the other person's age; and
- to produce evidence of the other person's age

This particular section gives you the authority to ask for identification from a person whom you suspect on reasonable grounds is a minor. Note the words "reasonable grounds". The best way of forming a reasonable belief is to get another security officer or employee to look at the person concerned and then together you can form the belief the person is under 18 years of age.

If you have another look at Section 165 you can see that if you suspect a person is under 18 years of age and they fail to produce identification you can refuse them entry to the premises or ask them to leave. It doesn't matter if they are over the age of 18. Unless they can prove it then you are within your rights to request they leave the premises or decline them entry. However, remember that in order to ask someone for their identification you must form a belief on reasonable grounds they are under 18.

Acceptable forms of ID

- [Australian driver licence or learner permit](#)
- passport (from any country)
- [adult proof of age card](#)
- a recognised proof of age card (e.g. [Keypass identity card](#))
- foreign driver licence.

158 False representation of age

A person must not falsely represent himself or herself to have attained 18 years for a wrongful purpose.

Maximum penalty—25 penalty units.

A person must not—

make a false document that could reasonably be taken to be genuine acceptable evidence of age for the purposes of this Act; or

give such a false document to another person; knowing the document to be false and with intent that the document be used as acceptable evidence of age for the purposes of this Act.

Maximum penalty—

in the case of a minor—25 penalty units; or

in the case of an adult—40 penalty units.

A person must not falsely represent to an entity that the person has reached 18 years to obtain a proof of age card mentioned in section 6(a)(i) knowing the representation to be false

Maximum penalty—25 penalty units.

In subsection (1)—

Wrongful purpose, of a minor, means—

intending to be supplied with liquor; or

entering into premises to which a licence or permit relates.

160 Seizure of document wrongly used as evidence of age

a contravention of section 158 consists in production of—

a genuine document that is acceptable evidence of age for the purposes of this Act of the person specified in the document; or

a false document that could reasonably be taken to be genuine acceptable evidence of age for the purposes of this Act; the person to whom the document is produced must seize and confiscate the document and give it to an investigator.

Maximum penalty—25 penalty units.

A person does not commit an offence by contravening subsection (1) if the person is not aware of the falsity of the representation as to age made by producing the document.

Review of removal of persons from premises.

Removal of persons from licensed premises is one situation where the likelihood of violence and disorder increases. Done properly the removal of disorderly persons from a club or licensed premises lowers the potential for disorder and thereby enhances the safety for those remaining. The following points will assist you in the process:

- a. The need to remove the person is identified
3. Do the person's actions constitute a reason to remove them under The Liquor Act?
4. Have they been warned already?
5. Do their actions necessitate their immediate removal? For example, they have assaulted another patron?
6. Do their actions necessitate calling the police?
7. Advise another staff member you intend to remove the person
8. That way the staff member can keep you under observation or assist you
9. Approach the person concerned
10. If appropriate warn them
11. Make it clear their actions are not acceptable and a repeat will see them evicted from the club.
12. If appropriate ask them to leave
13. Advise them what they are doing is unacceptable
14. Advise them because of their action they are being asked to leave the club
15. Tell them to leave the club
16. Once you have decided to evict the person don't have a long and involved discussion with them. If necessary, tell them you will discuss it outside.
17. Make sure you are either too close or too far away from the patron to enable them to effectively throw a punch at you
18. Observe them carefully at all times so an unexpected assault on you can be dealt with
19. If the person refuses to leave signal your back for assistance
20. Make sure there are enough of you to effectively handle the incident
21. Identify your course of action.
22. Advise other staff of the course of action. Tell them that you are going to take an arm each and walk the person out of the premises. You all need to know what the proposed course of action is so that you can work as a team.
23. Keep the communication going with the person being evicted.
24. Inform them that they are being evicted as you walk them out the door. Keep communicating with them.
25. Never throw patrons down the stairs. This could cause serious injury
26. If the situation looks like deteriorating with a number of persons set to assault you and your colleagues, then withdraw at that stage and discuss your options. Your options include:
27. Calling the police. A number of clubs are now using the police for the removal of aggressive patrons. That way the security staff are assisting the police in their actions and not becoming involved in bar room brawls
28. Closing the bar
29. Cutting off the supply of alcohol

30. Getting additional staff to the site
31. In a one on one situation with a compliant patron walk slightly behind the person you are removing
32. Where two staff are required it is safer for you both to take an arm each and quickly assist the patron out of the premises
33. If you have the luxury of additional staff always have one Crowd Controller in front to clear the path and open any doors. Be very careful of glass doors that might inhibit your progress.
34. Don't forget attacks from behind. Experienced Crowd Controllers will try and have a fourth person covering their backs as they leave as it is not unknown at this stage for bottles to be thrown or other persons to jump on the backs of the departing security staff.
35. Return to the incident spot once the action has been taken. Make sure everything has been quietened down and the crowd's mood returns to normal as quickly as possible.

Assess risk, select response options and seek support.**Apply interventions and remove person from premises.**

There will be situations where you will need to use empty hand techniques to control a violent or aggressive person. What comprises empty hand techniques are discussed further on in this unit but as the term infers we are talking about controlling a person without the need for weapons. In any situation where there is a likelihood of you having to use Open Hand Techniques the following guidelines apply:

1. Applicable provisions of legislative and organisational requirements relevant to own role, competence and authority are identified and complied with
Know your law. Powers under Sections 165 and 165A of the Liquor Act, Assault, Self Defence etc. Don't take action unless you are legally justified. Remember our training teaches two types of safety that is, physical safety and legal safety. Always work within the law.
2. Movements and actions of subject are continually observed to anticipate movement and aggressive actions.
You continually monitor the aggressive person in order to be able to anticipate their violent actions.
3. Stance and distance from subject maximises range of defensive options and tactical advantages in physical contact.
*Don't get so close that the subject can assault you. Keep a safe distance.
The stance you adopt is defensive in nature and not aggressive.*
4. Alternative *response options* are assessed for viability and withdrawal options are identified and incorporated into defensive options.
Refer to response options. Your option must maximise effectiveness while minimising injury and escalation of the incident.

Response options may include but are not limited to:

- *separation / isolation*
- *sending alarms*
- *tactical withdrawal*
- *use of specialists / experts*
- *cultural support*
- *defusing the situation*
- *request for assistance*
- *use of negotiation techniques*
- *restraint of person*
- *use of empty hand techniques*

5. Personal safety needs are identified and maintained.

Refer to Personal Safety Needs. Your personal safety is paramount. You are not expected to place yourself in a potentially dangerous situation without back up or other assistance.

Personal safety needs may include:

- *working in a team*
- *provision of back-up support*
- *appropriate vehicle*
- *personal protective equipment*
- *access to specific security equipment*
- *additional training*
- *clarification of own role and responsibilities*
- *Appropriate interpersonal techniques are used, and communication is maintained with subject.*

6. Appropriate interpersonal techniques are used, and communication is maintained with subject

Refer to communication techniques. Communication techniques are designed to defuse a situation without the need for physical action.

Communication techniques may include:

- *language, verbal or non-verbal*
- *two-way interaction*
- *constructive feedback*
- *active listening*
- *questioning to clarify and confirm understanding*
- *interpreting and assessing actions for risk*
- *interpreting non-verbal and verbal messages*

observation techniques

- *use of positive, confident and co-operative language*
- *control of tone of voice and body language*
- *use of language and concepts appropriate to cultural differences*
- *use of clear presentations of options and consequences*
- *demonstrating flexibility and willingness to negotiate*

7. Empty hand techniques are applied in accordance with use of force guidelines.

You must ensure that techniques you use are within the self defence guidelines.

You must always comply with legal requirements which mean you are always liable for the excessive use of force and may be criminally and or civilly liable for excessive, unnecessary or unjustified use of force.

What are Empty Hand Techniques?

- *Empty hand techniques may include but are not limited to:*
- *body positioning*
- *body safety*

- *avoidance techniques*
- *take down techniques*
- *locking and holding techniques*
- *impact techniques*
- *blocking techniques*

8. Grip on subject is secure, firm and applied using level of force proportionate to the context of the threat. *This is self-explanatory. You cannot use excessive force but the grip on the patron being removed or dealt with must be firm enough to prevent them assaulting you or other persons and to assist them should they fall or stumble.*
9. Holds are applied quickly to appropriate areas of the body using recognised techniques. *Acceptable holds include wrist and arm locks. Head locks and carotid artery holds are dangerous and should be avoided.*
10. Strikes and blows from subject are anticipated in positioning adopted and parried or blocked using recognised techniques. *Effective blocking techniques include the appropriate stance and the use of arm blocks to avoid blows from the assailant.*
11. Contact with subject is limited to minimum necessary to removing immediate threat and discontinued at cessation of threat. *At the cessation of trouble, you must ensure your involvement comes to an end. You cannot continue to apply an arm lock after the necessity for it has passed. This would mean you are applying excessive force and could be charged with assault.*
12. Weapons and potentially dangerous items are removed from subject and located a safe distance from incident area. *This is self-explanatory. Under no circumstances should you allow an offender to retain a weapon which has been used in an assault. There are several reasons for this.*
- *The weapon could be used against you or other patrons*
 - *The weapon could be passed to friends or associates of the offender*
 - *The weapon is evidence of an assault and should be seized and handed to the police*
 - *The weapon may contain evidence of the offender including DNA*
13. Situations requiring assistance are identified and sought from relevant persons. *Do not walk in to a situation thinking you will handle everything yourself. Assess the situation. If assistance is required make sure you get back up. In any event it is always best practise to have two Crowd Controllers remove someone from premises. The reasons for this are twofold. Firstly, it provides physical protection for you and secondly it provides corroborating evidence of what occurred should the person you*

evict later make a complaint to the police or you are required to give evidence in court as to the actions of the offender.

14. Subject is maintained at safe distance from members of the public and opportunities for escape are identified and limited.

In a situation where it has been decided that for the safety of the public a person must be removed then care must be taken to maintain close surveillance on the subject so that they cannot continue to assault members of the public or other staff.

Security staff have no powers of detention and to continue to hold someone against their will may result in a criminal prosecution against you and civil action against the venue. If someone is detained for something like a serious assault, then the Police must be called, and the subject handed over to their custody.

15. Restraint of subject is conducted in compliance with established procedures

If you are required to restrain someone following an altercation, then the Police should be called to the scene. By restraining someone you are affecting an arrest.

If the Police are not readily available seek advice from the Police Control Room. Often the situation is that when breaking up a fight Crowd Controllers are required to restrain someone until they regain their self-control. Once a person has calmed down it is not unusual for them to apologise to the stage and offer no more trouble as they are escorted off the premises.

Read the following section carefully as people have been known to die as a result of being restrained by Police or Security Staff.

Positional asphyxia

Preventing lethal restraint positions

1. Never restrain the subject's hands and legs together. The application of hog-tied restraints adversely affects proper breathing by preventing a change in position.
2. Do not leave a subject in control restraints lying on his back or stomach. Also, do not position the subject leaning forward in a sitting position with hands and legs restrained together. These positions can also contribute to obstruction of the airway, thereby resulting in positional asphyxia.
3. Do not put weight on the subjects back, such as with your knee, for a prolonged period. This practice adds stress to the respiratory muscles and inhibits movement of the diaphragm and rib cage.
4. Furthermore, do not keep the subject waiting in a restrained position without being properly monitored. Monitor the prisoner by watching the three ABCs: Airway, Breathing and Circulation.
5. Airway – The path is free of obstruction and allows the flow of air to the lungs.
6. Breathing – Air flows to and from the lungs.
7. Circulation – A heartbeat and pulse are present.
8. Many factors contribute to a victim's susceptibility to positional asphyxia. There is an increased risk for positional asphyxia if one or more of the following indicators are present.

- Alcohol Intoxication
- Drugs (especially cocaine, other controlled substances)
- Physical Aliments (obesity, especially "big bellies," chest deformity, etc.)
- Delirium, "Bizarre or Frenzied Behaviour".
- (mental disease including schizophrenia and/or drug intoxication)
- Respiratory Diseases (asthma, emphysema, etc.)

Signs of Positional Asphyxia

- Having difficulty breathing.
- A change in their aggression levels.
- Being sick.
- Becoming unresponsive.
- Swelling of the face and neck.
- Expansion of veins in the neck
- Unconsciousness
- Death

16. Subject is escorted from incident scene to a secure location in accordance with organisational procedures.

This is a self-explanatory comment.

You do not escort someone back through a fight scene unless you have a sufficient number of staff. Generally speaking, you will only be escorting persons off the premises and not in to secure locations. If the incident is serious enough to warrant you detaining someone the police must be immediately notified and their advice sought.

17. Effectiveness of response is reviewed and evaluated against circumstances of the incident.

Your response will only ever include actions that are lawful taking in to account all the circumstances of the case. When using a weapon such as a baton only bony structures below the neck are appropriate such as an elbow to make an offender drop a weapon such as a knife. Under no circumstances should baton blows be aimed at the head due to the possibility of serious injury.

Many security companies have a "No Strike" policy which is an indication that the industry considers most security personnel do not need to strike the offender either with closed or open fist or a weapon such as a baton.

When evaluating the response, you should ensure that any use of force was proportionate to the incident you were dealing with.

18. Incident observations are provided accurately and constructively

Records and reports may include

- *incident reports*
- *security logs / journals*
- *running sheets*
- *task allocation sheets*
- *records of conversation*
- *vehicle / personnel activity reports*
- *written / computer-based information*
- *request for assistance forms*
- *radio / telephone records*

19. Review findings identify areas for improvement and recommendations for amendment of response procedures are provided for future practice.

During the debrief into an incident it should always be the aim to identify areas for improvements and if necessary arrange for alterations to the response scenario. Debriefs should always aim to identify both the good and bad of a major operation with a view to improving the response at the next incident.

20. Relevant documentation is completed and securely maintained with due regard to confidentiality in accordance with organisational procedures.

Incident Reports and entries into the Crowd Control Register are required for all incidents where a person is evicted from the public place or where an injury has occurred or where force has been used on a member of the public.

21. Effects of stress and other issues related to own well-being are recognised and managed using appropriate stress management techniques

Minimising stress is discussed during your tutorial. However, at the end of all major disturbances there should be an opportunity to debrief the incident and minimise stress. Counselling should be sought if the individual feels they need it and companies employed Crowd Controllers should be in a position to offer it as a workplace Health and Safety issue.

Effects of stress may include:

- inability to concentrate
- uncoordinated movements
- over talking
- frustration
- increasing aggression
- tiredness

STRESS

The following article on copied from the website of the National Institute of Mental Health a component of the United States Department of Health.

Stress for Adults: How it affects your health and what you can do about it

Stress — just the word may be enough to set your nerves on edge. Everyone feels stressed from time to time. Some people may cope with stress more effectively or recover from stressful events quicker than others. It's important to know your limits when it comes to stress to avoid more serious health effects.

What is stress?

Stress can be defined as the brain's response to any demand. Many things can trigger this response, including change. Changes can be positive or negative, as well as real or perceived. They may be recurring, short-term, or long-term and may include things like commuting to and from school or work every day, traveling for a yearly vacation, or moving to another home. Changes can be mild and relatively harmless, such as winning a race, watching a scary movie, or riding a rollercoaster. Some changes are major, such as marriage or divorce, serious illness, or a car accident. Other changes are extreme, such as exposure to violence, and can lead to traumatic stress reactions.

How does stress affect the body?

Not all stress is bad. All animals have a stress response, which can be life-saving in some situations. The nerve chemicals and hormones released during such stressful times, prepares the animal to face a threat or flee to safety. When you face a dangerous situation, your pulse quickens, you breathe faster, your muscles tense, your brain uses more oxygen and increases activity—all functions aimed at survival. In the short term, it can even boost the immune system.

However, with chronic stress, those same nerve chemicals that are life-saving in short bursts can suppress functions that aren't needed for immediate survival. Your immunity is lowered and your digestive, excretory, and reproductive systems stop working normally. Once the threat has passed, other body systems act to restore normal functioning. Problems occur if the stress response goes on too long, such as when the source of stress is constant, or if the response continues after the danger has subsided.

How does stress affect your overall health?

There are at least three different types of stress, all of which carry physical and mental health risks:

- Routine stress related to the pressures of work, family and other daily responsibilities.
- Stress brought about by a sudden negative change, such as losing a job, divorce, or illness.
- Traumatic stress, experienced in an event like a major accident, war, assault, or a natural disaster where one may be seriously hurt or in danger of being killed.

The body responds to each type of stress in similar ways. Different people may feel it in different ways. For example, some people experience mainly digestive symptoms, while others may have headaches, sleeplessness, depressed mood, anger and irritability. People under chronic stress are prone to more frequent and severe viral infections, such as the flu or common cold, and vaccines, such as the flu shot, are less effective for them.

Of all the types of stress, changes in health from routine stress may be hardest to notice at first. Because the source of stress tends to be more constant than in cases of acute or traumatic stress, the body gets no clear signal to return to normal functioning. Over time, continued strain on your body from routine stress may lead

to serious health problems, such as heart disease, high blood pressure, diabetes, depression, anxiety disorder, and other illnesses.

How can I cope with stress?

The effects of stress tend to build up over time. Taking practical steps to maintain your health and outlook can reduce or prevent these effects. The following are some tips that may help you to cope with stress:

- Seek help from a qualified mental health care provider if you are overwhelmed, feel you cannot cope, have suicidal thoughts, or are using drugs or alcohol to cope.
- Get proper health care for existing or new health problems.
- Stay in touch with people who can provide emotional and other support. Ask for help from friends, family, and community or religious organizations to reduce stress due to work burdens or family issues, such as caring for a loved one.
- Recognize signs of your body's response to stress, such as difficulty sleeping, increased alcohol and other substance use, being easily angered, feeling depressed, and having low energy.
- Set priorities-decide what must get done and what can wait and learn to say no to new tasks if they are putting you into overload.
- Note what you have accomplished at the end of the day, not what you have been unable to do.
- Avoid dwelling on problems. If you can't do this on your own, seek help from a qualified mental health professional who can guide you.
- Exercise regularly-just 30 minutes per day of gentle walking can help boost mood and reduce stress.
- Schedule regular times for healthy and relaxing activities.
- Explore stress coping programs, which may incorporate meditation, yoga, tai chi, or other gentle exercises.

SUITABLE LOCKS AND HOLDS

There are several locks and holds that can be used effectively in the security industry. Some of these are described below and are illustrated in your training:

Escort Hold (Come along hold)

No pressure applied to the subject. Can immediately be used to force the person to the ground with a straight arm bar or apply the Transport Wrist Lock for forcible removal.



COME-ALONG HOLD

1. Approach person from the rear-side position.
2. With your hand firmly grip the person's wrist and rotate the wrist and;
3. Push down on the elbow joint.
4. Remove person by walking forward to destination.
5. Come-Along Hold can be applied by two officers – one on each hand.

Wrist Lock

This lock immobilises the subject and allows forcible removal from premises. If violence occurs more pressure can be used to control the subject.

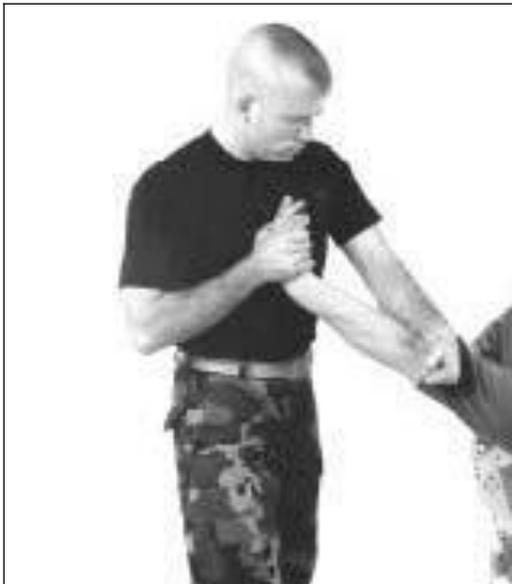


Wrist Lock

1. The Wrist Lock is used when the person has resisted the Come-Along Hold and the Security Officer has determined that more force is justified.
2. Usually the person will automatically bend their arm whilst resisting and this can be used to your advantage. Move the elbow into your sternum or into your armpit to lock it in place.
3. At the same time, bend the wrist and whilst folding the wrist towards the arm, apply sufficient pressure to lock the arm into your body.
4. Warning – if you don't hold the elbow into your body tight enough, the person will lift his elbow into your chin.
5. To achieve the best result, apply pressure onto the person's middle knuckle and at the same time, have your fingers wrap around the knife edge of the hand and twist slightly.
6. By applying sufficient force so that the person is on their toes, this will achieve the best results.
7. Walk person to the desired destination.
8. Verbal commands should also be given whilst carrying out this manoeuvre.
9. If person obeys your commands, the pressure needs to be relaxed slightly.

Straight Armbar

An armbar is a joint manipulation in which pressure is applied on a locked elbow, just above the joint, in the direction the joint will not bend. An armbar has to be locked in quickly, but still requires a slow, steady pressure to gain compliance.



Straight Armbar

1. Use the right hand to grab the opponent's right wrist.
2. Bring the left hand down on or above the opponent's elbow joint. To gain additional leverage, pivot to face the opponent.
3. Use the left hand to apply downward pressure on or above the opponent's elbow joint while pulling up on his wrist.

Self Defence Blocks

There a number of blocks to punches and strikes that can be used prior to the application of holds. These require application and practise before you could be considered proficient.

Assessment - Blocks, Locks and Take Downs

In the classroom session we will demonstrate and then have you demonstrate the various locks, holds and take downs you will be assessed in.

WARNING NOTE: DANGEROUS HOLDS

Lateral Vascular Neck Restraint (LVNR) and Head Lock.

The application of what is known as the Lateral Vascular Neck Restraint (LVNR) or any form of headlock or neck restraint can be highly dangerous.

The carotid artery hold is designed to cause unconsciousness through cutting the supply of blood to the brain. Incorrect application can result in death or serious injury. **DO NOT USE THIS HOLD.**

Other headlocks and neck holds place an unacceptable risk of death, serious spinal damage or other serious injury to the subject it is applied to.

Any form of neck restraint, head lock or carotid artery hold is highly dangerous.

As a responsible Training Organisation Morrissey Group does not teach or advocate the use of such restraint holds.

We urge students who wish to pursue self-defence as a sport or physical activity to work with a recognised club to further their knowledge and skills in the self-defence or martial arts area. Look for indicators that will confirm the clubs standing such as National Affiliation, Insurance, Qualifications of Trainers, Awards etc.

It is critical in under taking Crowd Control and Security Officer duties that any use of force be minimal and within legal guidelines at all times.

Remember always the greatest weapon at your disposal is your professionalism, good humour and ability to communicate.

Duty of Care

Whether you know it or not you have a "Duty of Care" to other workers, visitors and to members of the public when you are working. You can be held liable for a breach of that duty of care.

What is a Duty of Care?

A duty of care is a duty to take reasonable care to avoid acts or omissions which you can reasonably foresee would be likely to injure persons who are so closely and directly affected by your act or omission that you ought reasonably to have them in contemplation as being so affected when directing your mind to the act or omission in question.

Negligence Claim

When an injury occurs, a claim may be brought by that injured person against you or your company on the grounds of negligence. Negligence is a common law action, that is, it is a type of claim which has been developed by the courts on a case-by-case basis.

By virtue of the principle of vicarious liability, any negligent act or omission committed by an employee will become the negligence of the employer, provided the employee is acting within the course of his/her employment when committing the act or omission. What this means is that the injured person will usually sue your employer because your company is vicariously liable for the conduct of the employee whose act/omission is alleged to have caused the injury.

However, if you are acting outside the scope of your employment, then you may find yourself personally liable and be sued by the injured party. In order for a plaintiff to be successful in his/her claim of negligence and be awarded damages, he/she must establish:

- That the defendant owed the plaintiff a duty of care;
- That the duty of care was breached,
- That the breach has been the cause of the injury sustained by the plaintiff.
- Damage or loss was suffered by the plaintiff.

Be aware then that both the Criminal Law and the Civil Law act in concert to control the actions of persons in the work place. A Crowd Controller who assaults a patron while evicting them from licensed premises or under other circumstances is subject to the criminal law and can be arrested and prosecuted. Don't expect any sympathy from the wider security industry if you are arrested and convicted on a charge of assault. On arrest (not conviction but on arrest) the Office of Fair Trading will move to revoke your license. In addition, should your actions fall short of a criminal assault the patron has the right to sue you and or your employer.

Subsequent Actions – The Paperwork

Remember that in Queensland there is a need for you to comply with Section 17 of the Security Providers Regulations in that you must complete an entry in the register of crowd controllers. This register must be kept at your workplace and you must record

- details of each incident at a public place
- in which a person is injured, or
- requiring a person to be removed from a public place by the crowd controller

Failure to complete the register can amount to a liable of 20 penalty points.

In normal circumstance requiring the use of force you should also complete an incident report.