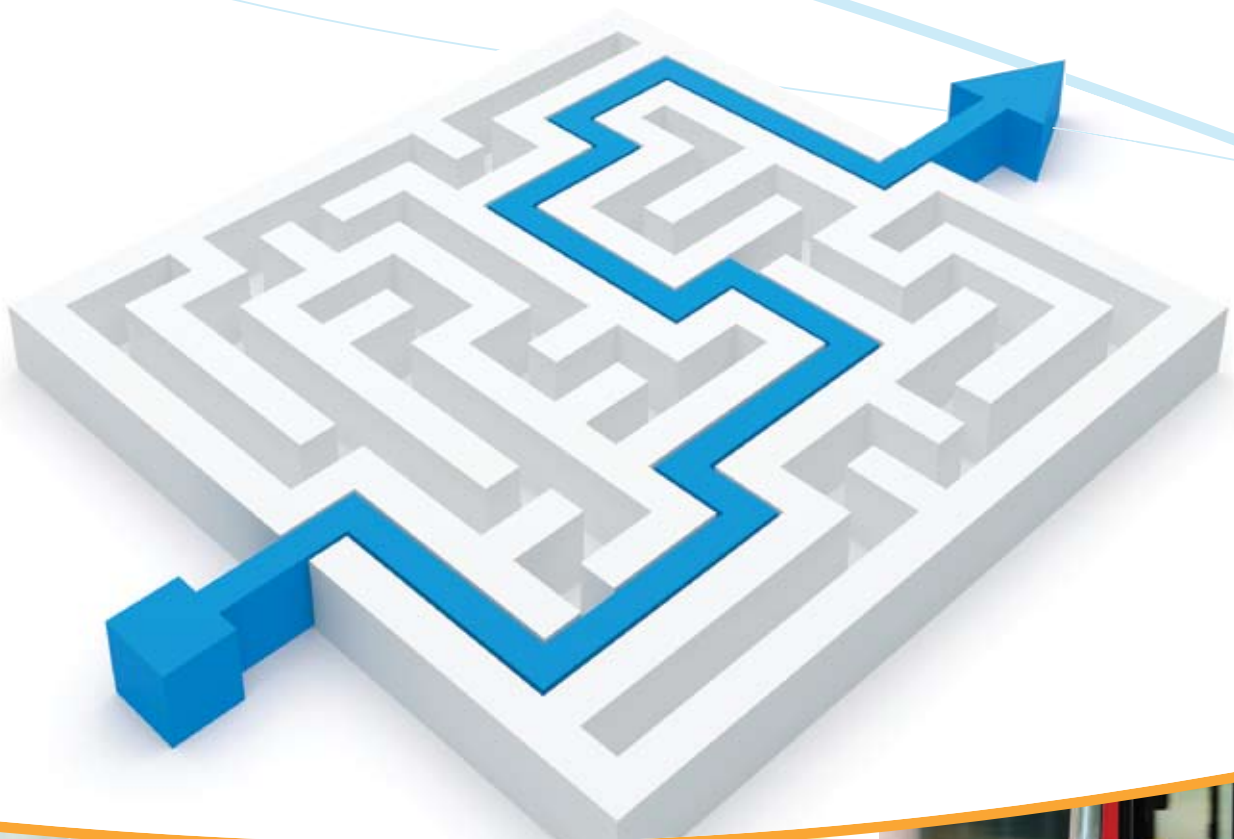


# MOVING PEOPLE


➤ *Operator Guidelines*

## Incident Management Guide



*Bus and Coach Industry*  
Incident Management Guide





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Fax: +61 2 6273 1035. Email: [enquiries@bic.asn.au](mailto:enquiries@bic.asn.au)



## Preface

The purpose of this Incident Management Guide is to provide a set of guidelines for bus and coach operators for implementing an Incident Management Plan. The Guide has been written for owner operators and appointed Directors of a bus or coach operation. As this Guide is exactly that, a guide, anyone reading this Guide needs to obtain separate advice on matters of interpretation of this Guide or contact the relevant authorities as outlined in the Guide.

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# Responsibility demands commitment.



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Mercedes-Benz understands the huge responsibility involved in delivering your drivers and passengers every day. It takes a commitment to safety, excellence, consistency and reliability. This commitment is one we've shared with Australian bus companies for more than 90 years. It's a commitment Mercedes-Benz will continue to share in years to come, partnering with industry to deliver continued innovation and a commitment to superior service.

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## Introduction

An incident is defined as a situation that has the potential to cause death, physical and/or psychological injury or distress to staff, passengers or the public. This includes situations such as: a vehicle incident or near miss; bomb threat, terrorist attack, robbery, assault or serious threat to staff or passenger; a workshop incident; a medical emergency for staff or a passenger; exposure to a natural disaster; and witnessing or assisting after a fatal incident.

In 2000, the Bus Industry Confederation developed a detailed manual on Critical Incident Management Planning that was funded by the National Road Transport Commission. The incident management guidelines outlined in this Guide have been amended to include guidelines to assist with incidents and emergencies.

In relation to security and counter-terrorism issues the Commonwealth Department of Infrastructure and Transport through its Office of Transport Security has developed a *Preventative Security Guide: Counter-Terrorism Planning for Bus Operators* which provides best practice advice on counter-terrorism security measures for bus operators involved in medium to large route bus transport operations, including the management of depots. *The Preventative Security Guide* was first published in February 2012 and is available by contacting BIC or your State Association (refer Appendix 5).

Bus and coach incidents, when they have occurred, have received significant media attention, and have led to a community expectation that industry and companies are prepared to professionally manage the immediate impact and aftermath of such incidents. If incidents are not well managed they can turn into a “crisis” for the operator, the community and the industry.

An Incident Management Plan offers four key benefits:

- > It provides specific guidelines for operators on the management of incidents to minimise the direct impact on staff and passengers and the indirect impact on family, friends and the community.
- > It provides operators with guidelines on how to minimise business risk, disruption and loss.
- > It ensures that services are provided in line with community expectations, duty of care and occupational health and safety requirements.
- > It provides for the effective management of media coverage for specific incidents which shapes the community's perception of operators and the industry as a whole.





## Why you should have an Incident Management Plan

An incident can happen without warning to any bus and coach operator, large or small. Your company's reputation and the bus and coach industry's image can be adversely affected if incidents are not managed appropriately. All operators have legal responsibilities and public expectations to minimise the impact on the health and well being of staff, passengers and the public following an incident. Operators must manage foreseeable risks, like a road incident, which means taking preventative measures. Lack of preparation and attention to these issues may lead to disruption or loss of business and other associated costs. Negative and unwelcome media attention can be stressful for your staff and damaging for operators. Operators can minimise losses to their company and avoid costly damages by being prepared.

Being proactive is the key. Once an incident happens it is too late to plan your strategy. It becomes a "crisis". All operators are strongly encouraged to think and plan ahead. Incidents can happen to any company; it is the professionals that are prepared to manage it.

This Guide is designed to help you develop your Incident Management Plan and is separated into the following sections:

- I. Preparation before an incident occurs.
- II. Guidelines for managing incidents.
- III. How to protect your operations from security threats.
- IV. Protective Security guidelines and how to manage security threats.
- V. Safety and Security Guidelines for drivers on and off road, depots and facilities.
- VI. Trauma Counselling and Assistance for Staff, Passengers.
- VII. Managing the media and communications.
- VIII. Appendix of sample work sheets and contact details for various agencies and state associations.







## ➤ **Section I**

# Preparing an Incident Management Plan

## What to think about before you start

1. Decide who in your company will be responsible for managing the incident and make sure he/she is well trained and prepared. Choose someone who is: experienced and able to remain calm; an effective decision maker; a good communicator who can represent the company appropriately.
2. Depending on the size of your company, you may need to appoint more than one person to manage incidents. There are a number of roles that need to be performed; for smaller companies roles may need to be performed by one or two individuals.
3. You should consider establishing an Incident Management Team the requirements of which will vary depending on the magnitude, location and complexity of the specific incident. You should ensure the Incident Management Team is of sufficient size to manage a major incident, and where a small or more contained incident occurs, the incident can be efficiently managed by a sub group of the Incident Management Team.
4. We understand that many bus operators are also the primary drivers of a single school bus. However, being an operator of a small fleet does not make anyone immune from experiencing an incident. Consideration therefore, should be given to ensuring that someone else (e.g. spouse) is also aware of the Incident Management Plan for your business.
5. The evacuation of employees in the event of fire or other emergency is a critical component of managing risk in the workplace.
6. Ongoing testing of emergency response systems in the event of fire or other emergency is a critical component of managing risk in the workplace.
7. You should give consideration to their company's internal resources, the training required to adequately prepare them in their roles for major incident management; the need to have external professional assistance available, particularly in the areas of professional trauma debriefing and media management for major incidents. Consideration should also be given to networking to have back-up available from other operators if required.
8. How well informed are you about the current National Security terror alert status? Do your staff know the National Security Hotline number is 1800 123 400? How well prepared are your security plans so that you can change your security position if the National Security terror alert status was to escalate?

9. How familiar are you with the *Preventative Security Guide: Counter-Terrorism Planning for Bus Operators* publication from the Commonwealth Department of Infrastructure and Transport? The *Preventative Security Guide* was first published in February 2012 and is available by contacting BIC or your State Association (refer Appendix 5).
10. How well prepared is your business to cope with a major disruption – whether or not it is related to a terrorism incident? Do you have a Business Continuity Plan (BCP) – and when was the last time you fully exercised the BCP?

## What specific roles need to be fulfilled

1. **Company Incident Manager** – responsible for the overall operation and management of the incident.
2. **On-Site Manager** – responsible for the management of company affairs and liaison with emergency services at the scene.
3. **Company Spokesperson** – responsible for handling media presence, enquiries, interviews and press releases. This can either be a senior person with appropriate training, an outside professional, or from your employer association. It is important that this person has not been directly involved in the incident. Your State Association can also assist in advising on media management issues. (For State Associations contacts refer Appendix 5).
4. **Liaison Officer** – responsible for communications between the incident site, internal and external parties, including staff briefings for those not involved in the incident. This person also liaises with the relevant Government Departments in your State and so will require details of the progress of incident management.
5. **Major Incident Debriefing Provider** – this is a specialist psychological services provider to work for, and with the operator, being responsible to provide psychological debriefing services to staff, passengers and the public as needed to minimise the short and long term impact of major incidents.

The Bus Industry Confederation has appointed a Psychological Services Provider for the industry Australia-wide and they can be contacted 24 hours a day, 7 days per week on 1300 360 364. Details of the Psychological Service Provider and the process for procurement are provided in Appendix 4.

# What should be reviewed in your business

## Review of Communication Equipment

You need to consider the communications equipment located both within the vehicle and at the depot and assess the operating conditions of vehicles. For example, will two-way radio work if the vehicle power source is cut off? Will vehicles always be in mobile telephone range? Are satellite systems a viable alternative? If there is an incident how will the depot know? Should a mobile phone be activated?

## Vehicle and Personnel Records

Operators need to ensure that all records pertaining to any vehicle involved in a major incident are available for examination as soon as practicable. In that way, should any questions arise by investigators, emergency services or media regarding the mechanical condition of the vehicle, all records are on hand.

Similarly, the personnel record of any staff involved should be perused so as to provide the operator with accurate information on their background, training, skills and experience.

Consideration needs to be given to the implications of making public or media statements on incidents that do not prejudice any investigation or future prosecutions or inquests. Statements about the personnel records of any staff involved in an incident need to have due regard to the privacy of individuals and not prejudice their rights at law. If personnel are deceased in an incident, extreme care needs to be taken if making public comments based on their personnel record, and consideration shown for the next of kin.

## Workers Compensation

Most workers compensation schemes will provide financial assistance to operators and staff for both physical and psychological treatment/counselling of staff following a major incident, however operators need to check with their own schemes as to the scope of this type of coverage.

Workers Compensation coverage may also include major incident debriefing to prevent and minimise work-related trauma with drivers and other employees.

## Insurance Schemes

Most Insurance policies are subject to an “excess”, and some policies do not meet the full costs of items such as vehicle recovery, site cleanup, trauma debriefing, etc.

Operators need to consider their Insurance policies and alleviate any ‘gaps’ in the coverage of their existing policies under Public Liability, Compulsory Third Party Insurance, Workers Compensation, and Comprehensive Vehicle Insurance, etc.

The Bus and Coach Association in each State may be able to provide some additional advice with regards insurance coverage and responsibility for onsite clean up, etc. (refer Appendix 5).

## Training

You should give consideration to organising training at two levels. Firstly, for the Incident Management Team and secondly, a shorter session for all other staff.

- > **For larger companies, training the Incident Management Team can be undertaken by a psychological services provider, who specialises in major incident management. For a smaller operator, the training may be more cost effectively co-ordinated and delivered by your State Association.**

The training for the Incident Management Team will cover content such as:

- > **Incidents and their organisational impact**
- > **Impact on and reactions of staff and passengers**
- > **Organisational preparation and policy as per the Major Incident Management Plan**
- > **Organisational response**
- > **Media and public relations management**
- > **The role and operation of trauma debriefing and counselling services for staff and passengers**
- > **Return to normal operations**
- > **Incident training for staff will include information on your company’s major incident procedures and may work through some specific incident scenarios to demonstrate how the Incident Management Team and all staff can work together to manage such incidents effectively.**

Managers should ensure that all employees understand your business policy with respect to media management, communicating with persons at the scene and general strategies for effective customer and public relations.

Training should also detail Police and emergency services procedures including the making of a statement to Police at the scene, drug and alcohol testing, legal requirements of drivers, vehicle recovery management, towing, etc. This should include the provision of emergency and security information in a portable format (business card for wallet, near phones on buses) for all staff.





## ➤ **Section II**

# Guidelines for Managing Incidents

## 10 Main Tasks for managing a major incident

1. The first step in managing a major incident is for a person to be designated to collect the basic facts on the location, nature, size and immediate magnitude of the incident.
2. The designated person should ensure all personnel at the affected place, including visitors/contractors, are accounted for, and that emergency services are in attendance for and that site security is provided.
3. The designated person ascertains who is available and who should be involved from the company's Incident Management Team. The composition of the team is to be communicated to all team members along with contact details and functions/responsibilities.
4. An operations room or office with its own telephone, facsimile and other necessary communications equipment should be nominated, prepared and communicated to all parties. The Incident Manager is to base themselves at this operations room to provide overall management and co-ordination of the incident and to provide the central point for both internal and external contact.
5. An Incident Activity Log (refer Appendix 1) should be kept recording all incident details and conversations that happen after an incident. The log should be kept by all members of the operator's Incident Management Team. It is important that they are complete and accurate. Should an incident become subject to later investigation, which is likely, then the Incident Activity Log will provide a detailed record of information available at the time and the chain of events. The Incident Activity Log may also be submitted as evidence at Coronial Inquests, prosecutions and other inquiries.
6. The Incident Management Team member who is to act as the on-site manager should attend the scene, along with other appropriate company staff, as soon as possible.
7. Counselling services may need to be provided after the physical scene is contained, immediate medical care has been provided and police, where involved, have completed interviews/statements.

The Psychological Services Provider should be contacted (refer Appendix 4), to enable them to prepare for the dispatch of a professional counsellor. Health Services and Police should be informed of the operator's plan and resources to support and assist staff and passengers with the provision of counselling services.
8. In the event of staff or passengers being taken to hospital or other medical facility by emergency services, the Incident Management Team should: track the whereabouts and condition of all involved; be on-site at the hospital or medical facility to establish communication channels with the health services and the Police; and provide support and information to the victim's families.
9. Companies should consider establishing a communications strategy for handling the media. A Company Spokesperson, as a part of the Incident Management Team, should be dispatched to the scene to respond to media and handle media access to interview passengers and staff. If the incident is serious, you may need to engage a public relations specialist. Visit the Public Relations Institute of Australia (PRIA) website, <http://www.pria.com.au>, to locate a public relations consultant.

### EMERGENCY SERVICES

In the event of major incidents Emergency Services will play a significant role.

This may include:

- > establishing a command post rescue and recovery;
- > making the scene safe;
- > transportation of those affected;
- > launching inquiries and investigations;
- > rendering medical assistance;
- > notification of relatives;
- > making media statements;
- > and establishment of communications.

Bus operators need to recognise that such agencies have powers, roles and responsibilities in relation to emergencies and so all operators should cooperate fully with emergency services.



10. Companies should consider establishing a single gathering point for the family and relatives of staff and passengers. This gathering point should NOT be at the same location as your operations room. The logistics of conducting both functions from one location are generally too difficult and may put family under additional pressure from the media who may be seeking contact with the operations room and Incident Manager.

The operator is responsible for the recovery and removal of the vehicle and any debris from roads, once approved to do so by the authorities. It is important that resources are organised to put this into action immediately once authorisation has been given by emergency services.

The bus operator should ensure that the vehicle recovery organisation has all contact telephone numbers. Wherever possible, the vehicle should be covered with a tarpaulin before leaving the incident scene. It should be noted that in a major incident, a vehicle may be impounded and towed to a Police holding yard or similar site to enable forensic and other investigations to be carried out. Therefore, it may be some time before the vehicle is released from impound. To preserve evidence, especially if the vehicle has become subject to a crime scene investigation, access to the vehicle will be extremely limited.

The salvage operator should be informed that no one other than company-authorised people, are to view the vehicle and should be instructed to call if/when any person attends to inspect the vehicle, for whatever reason.

Arrange for the salvage operator to tarp the vehicle and position it well away from yards/fences, etc where it can be easily photographed. The media may want photographs of the vehicle – and whilst this may be fair and reasonable, often emergency services create additional body damage which may create a misleading image of the vehicle after the incident.

These perceptions will need to be managed in accordance with your organisation's media policy.

Apart from evidence preservation and investigative purposes, other stakeholders that may wish to examine the vehicle may include WorkCover inspectors, insurance assessors and loss adjusters, and smash repairers. Bear in mind that victims and families of any deceased may also wish to (privately) view the vehicle as part of their efforts to gain closure after a major incident.

## VOLGREN Whole-of-Life Costs



For three decades, our customers have appreciated the savings they make when they invest in a Volgren bus.

The secret is our aluminium technology, which produces a bus that is lighter, safer and stronger than a traditional steel bus.

Because it is lighter, fuel costs are lower and there is less wear and tear. Body repairs are easier and cheaper with our aluminium system, meaning a bus spends less time off the road when repairs are needed.

Because aluminium is corrosion-resistant, expensive maintenance and repairs due to rust are not an issue. And at the end of its life, a Volgren bus has a scrap value that is significantly more than any steel bus.

Market research shows that in many cases, the owner of a Volgren bus will spend \$100,000-plus less on whole-of-life costs than the owner of a comparable make.

When you combine that with our innovative approach and strong focus on safety, reliability and high environmental standards, it is little wonder Volgren is the nation's biggest bus body-builder, making about one in every three buses sold in Australia.

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WESTERN AUSTRALIA  
47 Beringarra Ave  
Malaga WA 6090

QUEENSLAND  
20 Amy Johnson Place  
Eagle Farm QLD 4009

  
**VOLGREN**





## ➤ **Section III**

How to Protect your  
Operations from  
Security Threats

## 7 Key Elements of Good Protective Security

Protective security can help safeguard your operations from security incidents such as theft, fraud and vandalism.

The following principles of protective security can be modified for businesses of all sizes:

1. Protective security is a Board/CEO responsibility – senior management need to be aware of security risks to make appropriate business decisions.
2. The establishment of a Protective Security Policy Committee (PSPC), chaired by a member of the Board.
3. The PSPC should have a charter of responsibilities, including a requirement to appoint a Security Officer (SO) at senior management level. The SO should be qualified in security risk management and have agreed roles and responsibilities.
4. A fundamental role for the SO is to develop, against a credible standard (such as ISO 31000:2009 Risk Management), a risk based approach to security mitigation strategies, the implementation of which are articulated in a security plan.
5. It is vital that all foreseeable security risks are identified. Those higher security risks should be prioritized and treatment measures applied to reduce vulnerability.
6. The protective security plan should include incident reporting, evaluation and monitoring and continuous improvement strategies.
7. The establishment of a positive working relationship with your State or Territory police force is a key element of protective security.

## When to report a suspicious activity to protect staff and customers

The incident reporting system in any protective security plan is vital in protecting an operator, staff and customers. Case studies have established the best method of preventing security type incidents, most importantly terrorist attacks, is reporting suspicious behavior, activity or packages. Many people have reported their suspicions after an attack, which may have prevented the attack if their suspicions had been reported earlier.

The following matters should be reported to supervisors/managers and/or Police or other relevant emergency services:

- > Any suspicious activity that causes some concern or is out of the ordinary.
- > Any suspicious vehicle or regular sighting in unusual locations.
- > Changing behaviour with work colleagues through family or work related issues.
- > Any action that might be construed as testing security procedure or responses.
- > Any unusual act where checking alternative exits, entry, blind spots for CCTV coverage.
- > Any person enquiring about security procedures or asking questions that are totally out of character for the site or location.
- > Any breaches of security regardless of the activity.
- > Any person suspected of taking unusual or suspicious photographs.
- > Any interference to locks, alarms or surveillance equipment.
- > Any false alarms suspected to be attributable to someone testing the response for security or emergency services.

## Assessing your Security Risk

The Bus Industry Confederation has consulted with the Victorian Department of Transport and the Federal Department of Infrastructure and Transport in regard the Security Risk Assessment Process for the industry.

Although operators are generally not obliged by law to adhere to standards contained within various State and Federal legislation dealing with the identification and mitigation of terrorist attacks (because the services they provide are not 'declared essential services' under such legislation), there may be an expectation from members of the public and staff that operators have plans in place to identify and mitigate such a risk. If an operator chooses to develop plans specific to terrorism, these plans will need to be tested and regularly updated and should align with the *Preventative Security Guide: Counter Terrorism Planning for Bus Operators* from the Commonwealth Department of Infrastructure and Transport. This Guide is available at the Attorney General's Department (Australian Emergency Management Institute) website, [www.em.gov.au](http://www.em.gov.au) or contact BIC or your State Association to obtain a copy (refer Appendix 5).

This Incident Management Guide has been based on the BIC's own Security Risk Assessment from a broad industry perspective. The guidelines are relevant to all types and sizes of operation but should be modified to suit individual businesses own security risk assessment.

The Commonwealth Department of Infrastructure and Transport recommends that if companies wish to undertake their own security risk assessment, to assess any other security measures that might be applicable, they do so according to the following documents:

- > ISO 31000: 2009 Risk Management;
- > HB167-2006, Security Risk Management, as published from time to time;
- > Critical Infrastructure Emergency Risk Management and Assurance Handbook, as published from time to time. Available on the Attorney General's Department (Australian Emergency Management Institute) website, [www.em.gov.au](http://www.em.gov.au).



ISO 31000: 2009 Risk Management



HB167-2006, Security Risk Management





## ➤ **Section IV**

# Protective Security Guidelines



# If you think you know Scania, think again.

- World renowned driver comfort and safety
- National support network
- Parts and service management
- Service and maintenance programs
- Driver training
- Fleet management services
- Roadside assistance



## 7 Key Elements of implementing good protective security for the public

1. Implement a Security Inspection Policy and Procedure (see below).
2. Establish procedures that will link passengers and baggage.
3. Deny further ticketing services to ejected passengers.
4. Conduct company-wide training to help employees identify suspicious behaviour and respond to potential threats.
5. Prohibit dangerous goods on buses and coaches (guns, knives, etc) and erect signage to this effect.
6. Designate an individual in each company with responsibility for all aspects of security.
7. Establish en-route driver check-in times / procedure.

## How to implement a Security Inspection procedure

### What is a Security Inspection?

A Security Inspection is an inspection by all workforce members of their respective workplace for any articles that are unusual, suspicious or unable to be accounted for. In some security literature, this is called a "White Level Inspection."

Security Inspections are conducted so you can be confident that your workplace is secure. As the person who knows your workplace best, you are in the best position to conduct this inspection.

### When to conduct a Security Inspection?

Security Inspections are undertaken: i) check bus and office each day upon arrival at work; ii) on a random basis, as determined by the Manager; and iii) during extenuating or unusual circumstances.

### How to conduct a Security Inspection?

In conducting a Security Inspection the following steps are undertaken:

1. Conduct a visual check of the route to your work area and your workstation. Remember to check all drawers and cupboards for which you are responsible.
2. In addition to your own work area, inspect any other inspection areas which have been assigned to you.
3. Once your inspection has been completed report to your supervisor. You may then resume normal duties.
4. Bus Drivers should check their bus externally and internally each time they take control of a bus.
5. Supervisors will then report results of the inspection in accordance with the reporting arrangements for your venue.

### What to do if you find an unidentified article?

If the article *obviously* does not belong where you found it, stop your inspection and inform your supervisor. DO NOT touch or move the article. After confirming that the article does not belong in that location and cannot be identified, your supervisor will remove all personnel from the area and inform security. However, do not immediately assume that an article is suspicious just because it cannot be identified. The following questions may help you assess the article:

- |  |        |
|--|--------|
| 1. Is the article <b>H</b> idden?                            | YES/NO |
| 2. Is the article <b>O</b> bviously suspicious?              | YES/NO |
| 3. Is the article <b>T</b> ypical of the items in your area? | YES/NO |

This is called the **HOT or Not** principle, and it is used widely across the surface transport sector.

If you are *still* unsure as to whether the article is out of place, the following steps should be followed:

1. Attempt to locate the owner of the article by inquiring with other personnel within your work area.
2. If the article is unable to be accounted for, inform your supervisor. Your supervisor will in turn inform Emergency Services.
3. Do not touch or move the article.
4. Make a note of the article's size, shape, location and any other useful identifying characteristics.
5. Implement your evacuation procedures.
6. Follow all directions given by Emergency Services.

# How to manage security threats

## What to do when a bomb threat is received or identified

### 1. Receiving a Bomb Threat

- > Stay calm.
- > Do not interrupt caller.
- > Contact Police (000). Gain help from a colleague and use another phone to ask Police to initiate Call Trace procedures.
- > Do not alert other staff members yet, as this may cause a panic.
- > Attempt to obtain as much information as you can from the caller. Remember to ask about who, what, when, where, why and how. This information will help Authorities to deal with the situation. Use the Bomb Threat Check List as a guide for the information required.
- > After the call do not replace the phone handset. This may assist the Authorities to trace the call.
- > Inform Senior Management of the threat.
- > Initiate evacuation procedures.
- > Complete Bomb Threat Check List.

### 2. After Receipt of a Bomb Threat

- > Notify staff of threat received.
- > Staff to carry out preliminary search for any suspicious/ unidentified objects.
- > Do not use mobile phones or two-way radios to transmit messages within 150 metres of the scene.
- > Any unidentified objects located follow procedures in Suspicious Package Guidelines in this guide.
- > Upon arrival of Police, advise areas searched.
- > Carry out any instructions received from Police.

### 3. Unidentified/Suspicious Object Found

- > Use the HOT or Not methodology.
- > Do not touch or move any unidentified or suspicious objects.
- > Evacuate area to 150 metres or to a distance advised by Police. Mobile devices or two-way radios should not be used within 150 metres of a suspected package containing an explosive device.
- > Secure the area and prevent re-entry.
- > Advise Police (000) of details of object located (full description, type of package, exact located, etc). Do not touch or move object.
- > Carry out all instructions received from Police.

### 4. Resumption of Operations

- > Police only to give the “all clear” and refer all media requests to the Police Media Unit

## BOMB THREAT CHECKLIST

Time Received

Date

Phone Number

### A Exact Wording of Threat

.....

.....

.....

.....

### B Questions to Ask

When is the bomb going to explode?

.....

Where is it right now?

.....

What does it look like?

.....

What kind of bomb is it?

.....

What will cause it to explode?

.....

Why did you place the bomb?

.....

Where do you live?

.....

What is your name?

.....

### C Caller's Voice

- |                                   |                                    |   |  |                                 |                                  |
|-----------------------------------|------------------------------------|---|--|---------------------------------|----------------------------------|
| <input type="checkbox"/> Calm     | <input type="checkbox"/> Normal    | <input type="checkbox"/> Deep           | <input type="checkbox"/> Slow            | <input type="checkbox"/> Rapid  | <input type="checkbox"/> Angry   |
| <input type="checkbox"/> Familiar | <input type="checkbox"/> Disguised | <input type="checkbox"/> Accent         | <input type="checkbox"/> Soft            | <input type="checkbox"/> Loud   | <input type="checkbox"/> Excited |
| <input type="checkbox"/> Laughter | <input type="checkbox"/> Slurred   | <input type="checkbox"/> Distinct       | <input type="checkbox"/> Stutter         | <input type="checkbox"/> Ragged | <input type="checkbox"/> Lisp    |
| <input type="checkbox"/> Raspy    | <input type="checkbox"/> Crying    | <input type="checkbox"/> Deep Breathing | <input type="checkbox"/> Clearing Throat | <input type="checkbox"/> Nasal  |                                  |

*If the voice was familiar, who did it sound like?*

.....

### D Threat Language

- ☐ Abusive
 ☐ Incoherent
 ☐ Irrational
 ☐ Well Spoken
 ☐ Taped
 ☐ Other

.....

### E Background Noises

- |  |                                      |                                       |                                  |                                      |                                    |
|--|--------------------------------------|---------------------------------------|----------------------------------|--------------------------------------|------------------------------------|
| <input type="checkbox"/> Voices        | <input type="checkbox"/> Familiar    | <input type="checkbox"/> Age          | <input type="checkbox"/> Sex     | <input type="checkbox"/> Race        | <input type="checkbox"/> Other     |
| <input type="checkbox"/> Static        | <input type="checkbox"/> None        | <input type="checkbox"/> Public Phone | <input type="checkbox"/> STD     | <input type="checkbox"/> Music       | <input type="checkbox"/> Crockery  |
| <input type="checkbox"/> Animal Noises | <input type="checkbox"/> House Noise | <input type="checkbox"/> Street Noise | <input type="checkbox"/> Factory | <input type="checkbox"/> P.A. System | <input type="checkbox"/> Machinery |

### F Do not hang up after the call.

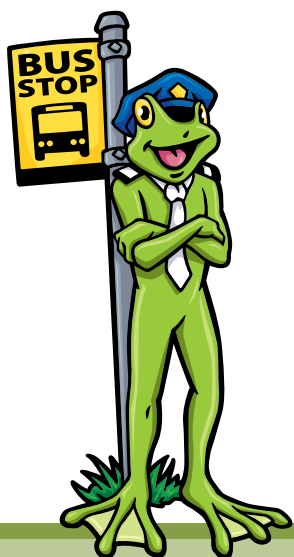
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## What to do when a Suspicious Package is received in the mail or left on the bus

It is critical that staff handling mail or packages (left on the bus or received in the mail) remain vigilant and cautious at all times.

As has been emphasised by the Commonwealth Attorney General that all staff handling mail items should be aware of the emergency procedures for responding to and reporting a suspicious article.

Where possible, the sorting and processing of mail and packages should be conducted in an area that is separate from the main organisation and which can be easily contained.

### Action to take when you suspect that you have received a suspicious item in the mail

If your staff receives a package or letter that you believe to be suspicious:

1. Place item in a plastic bag and seal it.
2. Place all items in a second plastic bag and seal that also.
3. Stay in your office or immediate work area. This also applies to co-workers in the same room. Prevent others from entering the area and becoming contaminated. Remember you are not in immediate danger.
4. Call for help. This may be your supervisor or to 000 to ask for the Police or Fire Brigades and advise:
  - > Exact location of the incident – street address, building floor number.
  - > Number of people potentially exposed.
  - > Description of the package/device.
  - > Action taken e.g., package covered with black coat, area isolated.
5. Keep your hands away from your face to avoid contaminating your eyes, nose and mouth.
6. If possible (without leaving your work area) wash your hands.
7. If possible have the building ventilation system shut down and turn off any fans or equipment that is circulating air around the workplace.
8. Wait for help to arrive.

### Action to take when you suspect you have received a package that may contain hazardous material and HAVE OPENED IT

1. Do not disturb the item any further. Do not pass it around. If any material has spilt from the item, do not try to clean it up, or brush it from your clothing.
2. If possible place an object over the package without disturbing it such as a large waste bin.
3. Stay in your office or immediate work area. This also applies to co-workers in the same room. Prevent others from entering the area and becoming contaminated.
4. If there is a strong/overpowering odour move to an adjoining room closing all doors and windows and stay in that area until help arrives.
5. Call for help. This may be your supervisor or to 000 to ask for the Police or Fire Brigades and advise:
  - > Exact location of the incident – street address, building floor number.
  - > Number of people potentially exposed.
  - > Description of the package/device.
  - > Action taken e.g., package covered with large waste bin, area isolated.
6. Keep your hands away from your face to avoid contaminating your eyes, nose and mouth.
7. If possible (without leaving your work area) wash your hands.
8. If possible have the building ventilation system shut down and turn off any fans or equipment that is circulating air around the workplace.
9. Wait for help to arrive.

### Action to take if you suspect the item may contain an explosive device

1. Follow your normal emergency procedures.
2. Ring 000 and report the package to the Police.
3. Do not touch the item and evacuate the area, being sure to prevent re-entry.







## ➤ **Section V**

# Safety and Security Guidelines



# DRIVING THE SAFETY MESSAGE

**" SAFETY IS AND MUST ALWAYS BE, THE BASIC PRINCIPLE FOR  
ALL ENGINEERING DESIGN "**

The basic principle set by Volvo's founders Assar Gabrielsson and Gustaf Larsson is still our guiding star.

**SAFETY BASED ON EXPERIENCE.** Volvo has worked with safety since the company was founded in 1927. The knowledge we have acquired over the years is an invaluable asset in our continuous development of vehicles that are superior in safety. Not only do we maintain a high level of safety in our products to benefit you, but we also try and improve safety for other road-users that will help make safer roads, safer drivers and safer bus stops.

Find out more about our safety philosophy at  
**[www.volvobuses.com](http://www.volvobuses.com)**



## Safety Guidelines for Installation of security equipment and technologies on buses

1. Install a transparent divider that will sufficiently protect the driver's back.
2. Install or use night lights to illuminate passenger compartment.
3. Replace convex interior view mirror with flat, more realistic view mirror.
4. Install a Global Positioning System emergency beacon that allows the vehicle to be tracked and could be activated during an emergency.
5. Establish driver communication systems that may include: cellular phones, GPS units, en-route check in, and "panic" buttons.
6. When developed, install driver activated external trouble indicator light for buses that will alert others to problems within the coach (standard colour, light type and installed full length of coach).

Following are some suggestions and ideas to consider in relation to driver protection that relate to all forms of threats faced by a driver.

- > A driver escape hatch.
- > Four camera video system (some visible – some dummy).
- > Two-way radio systems or other systems for communication between drivers and depot.
- > Emergency alarm button.
- > Internal and external displays in event of assault / incident.
- > GPS for vehicle location.
- > Radio override to allow depot to monitor on bus conversations.

## Safety Guidelines for Depots, Facilities and Office

1. All staff should be vigilant to any suspicious activity or items at depots or offices.

2. Companies should regularly (at least daily) carry out a Security Inspection of depots and offices. This is to ensure that no unusual packages have been placed in depots or offices, plus ensure that the company property has not been damaged or tampered. This would include security fencing around depots. This provides the added benefit of guarding against vandalism and theft.
3. Companies should review their security at their premises. The Local Area Command of the Police is able to provide assistance on this matter.
4. Conduct a risk assessment of company facilities including exterior, internal, employees, and bus safety.
5. Provide company ID's to all employees (photo ID preferred) and portable security and emergency contact details.
6. Control access to non-public facilities by non employees, vendors, etc. This should already be part of your site induction and visitor escort procedures.
7. Establish designated employee parking areas.
8. Establish video surveillance systems for facilities.
9. Hire security guards if supported by a security risk assessment.

## Safety Guidelines for Drivers

1. Drivers, yardmen or "early morning starters" conducting their pre-departure checks and inspections should ensure that there are no inappropriate or unidentified items on the bus.
2. The bus should be monitored during the shift and at the end to ensure that no unidentified items are left on the bus and that suspicious items are dealt with according to the Suspicious Package Guidelines in this guide.
3. Drivers should report any activity to the Police that they consider to be suspicious or out of the ordinary. Examples of this may be a car parked for extended periods in an unusual location, a person waiting at a bus stop in a busy location with a package but not catching any buses, etc.
4. Lock baggage bay doors at all times when not attended by company personnel. Door securement to be included in walk-around driver inspection.
5. Avoid high-risk parking areas; look for well lit, locked, secure places to park buses at all times.
6. Companies may consider developing standards that would address on-road bus and coach security and fully support driver security decisions made with regard to passenger ejections, refusal to board and other decisions made

on the coach. Suggested guidelines appear later in this publication.

7. Provide company ID's to all drivers (photo ID preferred) and portable security and emergency contact information.
8. Enhance driver pre-trip announcements and procedures to include a check of the fire extinguisher for tampering, clearing bins of all personal effects at destinations, and notification to passengers that terrorist acts on mass transportation systems are now a Commonwealth crime. Refer to the Preventative Security Guide developed by the Commonwealth Department of Infrastructure and Transport, which is available by contacting BIC or your State Association (refer Appendix 5).

check that your camera system and recorder is operational in line with the company's procedures.

- > Know your emergency procedures and determine the location of alert buttons (if fitted).
- > Stay alert and monitor the bus throughout the shift for suspicious packages or people acting suspiciously (on and off the bus), using the **HOT or Not** principle.
- > Stay vigilant when you feel suspicious of a customer.
- > Lock baggage doors at all times and monitor.
- > Watch the movements of suspicious looking customers as this sends the message that you are watching them and that you would be able to recognise them.

## Security Guidelines for Drivers when on the road

### Violence Prevention for Bus Drivers

Bus drivers, by the nature of their job, run the risk of being robbed, verbally abused or physically assaulted. With careful preparation, however, including the use of emergency procedures and the correct assessment of situations, this risk can be significantly reduced.

Under Occupational Health and Safety legislation, employers have a duty of care to provide a place of work that is safe. This duty extends to taking all reasonable steps to minimise the likelihood of armed robbery and incidents of violence and any trauma that results from an incident or robbery.

Companies have a responsibility to inform new drivers about all emergency and vehicle safety procedures.

Drivers have a responsibility to look out for the welfare of passengers and to co-operate with their employer with regard to health, safety and welfare requirements.

All employees require training in how to behave during an attempted robbery or assault. Participation in training that outlines what to expect and how to act during an emergency or incident can significantly reduce the effects of post-traumatic stress.

Operators' State Bus and Coach Association will be able to provide information about such training.

### Being prepared and alert

Drivers should start each shift well prepared and always be alert:

- > Stay alert when you are driving or parked – park in well lit areas.
- > If your vehicle is fitted with a CCTV, remember to always

## Incident Management Guidelines for Drivers when on the road

### Robberies, Assaults, Incident

Listed below are some common sense procedures which can be adopted during an emergency situation:

- > Push your emergency alarm or alert button (if fitted) if you believe an emergency or assault is about to happen.
- > During a robbery or incident do exactly what you are told; don't try to be a hero! The best way to protect yourself from harm is to remain calm and quiet and hand over whatever money you have.
- > Make a mental note of the offender's appearance, including hair colour, height, weight, clothing, race, age and type of weapon.
- > Look for identifying markings, such as scars, tattoos and speech patterns.
- > **Do not chase.** Chasing an offender could provoke them to violence, and it could also lead to you becoming the offender.
- > **Contact your base/company** – they will contact the police and provide guidance on what you should do next.
- > **Report all incidents to Police.** In addition, you should complete a Transport Security Incident Report (TSIR) form as soon as you can (TSIR forms should be available at your depot).

Any injury or occurrence that involves a risk of serious injury or illness, to a driver must be notified to your employer and

WorkCover. This includes robberies, attempted robberies and incidents of violence. Your employer will complete an Incident Notification Form and forward it to WorkCover.

## Guidelines for Drivers when evacuating passengers off a bus

### **PASSENGERS SHOULD ALWAYS REMAIN ON THE BUS UNLESS THEY ARE ENDANGERED BY REMAINING ABOARD**

However you may be required to evacuate the bus:

- > IF they are safer away from vehicle.
- > IF the bus is isolated in a dangerous place.
- > IF the bus has caught fire or has toxic fumes.
- > IF there is a suspicious item found on board.

In all cases it is important to remain calm and decisive. If you are incapacitated enlist the help of others to take control.

## Drivers Action List

### **1. Secure the vehicle in a safe place as is possible – apply park brake & hazard lights.**

### **2. Assess the scene.**

#### **Things to consider:**

- > Is the scene safe? Make it as safe as possible. If evacuation is necessary select safest site. Consider wind direction if gas/fumes/smoke involved, road hazards.
- > Are passengers injured? Render assistance, if safe. Delegate if possible.
- > Are exits blocked?
- > Does, and how quickly is the vehicle to be evacuated?
- > Are Emergency Services required?

### **3. If the Bus needs to be evacuated.**

- > Nominate a safe assembly area and someone to lead the group. Ensure everybody gets off the bus.
- > Evacuate as quickly as possible. Leave personal property on bus. Open all doors if safe to do so.
- > Consider buddy system for disabled or young passengers. Request assistance from other passengers to help any elderly, infants or mobility impaired persons. Please ensure care is taken to not cause injury, by asking

their advice on how they are to be assisted.

- > Dependant on the risk, you may have to move injured passengers, enlist help when required.
- > In cases of a Bomb threat, do not use mobile phone or Two-ways for a 150 metre radius.

### **4. Once all passengers are safe or have been evacuated a safe distance:**

- > Call emergency services (000) if not already done so – advise needs.
- > Ensure Safety of other road users by placing portable warning triangles around vehicle if the vehicle has GVM of 12 tonne or more. Refer to your own State Road Rules for the relevant legislation on the conditions that apply.
- > Enlist the help of someone to obtain names and contact details.
- > Advise passengers not to return to the vehicle until safe or replacement vehicle arrives.
- > Contact your depot and provide details of:
  - a brief description of the incident
  - your location
  - further support required e.g.
    - Counselling.
    - Special needs of people – Mobility, medication, etc.
    - Company personnel – Site Manager.
- > Liaise with emergency services when they arrive. They will usually take control of the site. Follow their instructions.
- > Keep your depot informed until the company site manager arrives.
- > Help / comfort passengers requiring assistance. Keep all informed.
- > Await further instructions.

### **5. Procedural**

- > Complete incident report with as much detail as possible.
- > Pass on passenger list to your office or police if requested.





## ➤ **Section VI**

Counselling, Passenger  
Assistance, Media  
Management



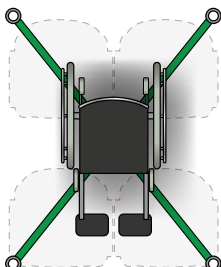
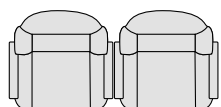
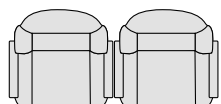
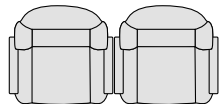
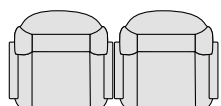
# Introducing the STS QuickLock Coach Seat Mechanism

The STS system transforms a standard coach seat into an ADR compliant wheelchair, providing for the safe transfer of passengers into and out of vehicles, while at the same time meeting all regulatory requirements.

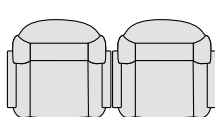
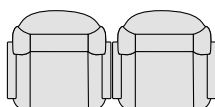
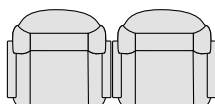
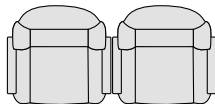
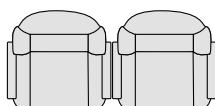
The STS system provides bus and coach operators with the tools to comply with current Federal regulations. The seat locks into and out from the coaches chassis in seconds.



**Set-up A**



**Set-up B**



**In Set-up A** we see the typical way that bus companies position a wheelchair in a bus. Note the straps in green. Current strapping systems are not sufficient to deal with the increased weight of today's heavy wheelchairs.

**Set-up B** shows how the STS coach seats have no impact on passenger capacity. The STS coach seat offers improved levels of passenger experience also. For the bus operator and driver, the function of accommodating a disabled passenger becomes very simple. The Operator loses no revenue through the removal of seats to accommodate the disabled passenger.



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## Assistance to Passengers and Staff

The reactions of those affected – passengers and staff – are frequently determined by what follows in the management of the incident rather than the incident itself.

- (a) Immediate practical assistance provided to passengers and staff at the scene of the incident and in the aftermath is vital. This should include but not be limited to: making the scene safe; ensuring immediate medical care and assessment; basic comforts of shelter, food and drink; communication with families; and accommodation where appropriate. Use the passenger manifest to track people, or else make an emergency manifest on the scene. These practicalities are often viewed as very important by those affected and are a tangible sign of the operator's preparedness and commitment to their safety and well-being. This should also include follow-ups to check on progress.
- (b) It is important that immediately after a minor incident (and, for a major incident, after emergency medical care is provided) that arrangements are put in place for the psychological services provider to provide trauma debriefing to all staff and passengers as soon as is practicable. Depending on the circumstances, this may be arranged for the Trauma Counselling/Psychological Services provider to attend homes, motels or hospitals. This is one reason that it is crucial that the operator's Incident Management Team needs to obtain names and addresses and contact details for all involved and facilitate and keep track of their whereabouts following a major incident.

Passengers and staff may also need alternative transport or itineraries.

### Psychological Debriefing, Counselling and Support

Typically, the Incident Manager contacts and liaises with the BIC's Psychological Services Provider to arrange critical incident debriefing and follow up counselling as required for staff, passengers and family, as appropriate.

Refer to Appendix 4 for full details of how to procure the services of BIC's Psychological Service Provider.

### Next of Kin

Consideration may need to be given to the transporting of next of kin to hospitals. Ultimately, decisions like these need to be made by the Incident Manager, in consultation with other team members at the time. However, overall commitment to the guiding principle of doing whatever is necessary to ensure passenger and staff safety, comfort, well being and recovery is of considerable importance for those involved and for the company.

### Communications with Relatives

Ensure that someone within the Incident Management Team, or an appropriate person working closely with the Incident Manager, is designated to handle enquiries about the incident, and knows the whereabouts of particular passengers. Use the passenger manifest to track relatives. This person needs to be able to handle concerned and upset people and have the time and manner to demonstrate that your company is caring, committed and concerned. This person will also need to keep a written log of communications and events of communications.

### Following a Death

Consideration should be given to issues that arise in the event of a death of a passenger, staff member or pedestrian.

The operator should cooperate with emergency services and others whose powers involve criminal and coronial investigations. Issues to consider may include: who will work with the next of kin to offer assistance and support and clarify their wishes as to the organisations involvement; attendance at funerals; provision of trauma and bereavement counselling; flow of tributes; donations to charities or funeral assistance.

## Communications and Media

Your organisation should consider having a dedicated Communication Strategy in place, to notify the appropriate people involved in the preparedness, prevention, response and recovery arrangements of any critical incident.

If the incident is serious and major you may also need to consider engaging media professionals who manage media relations. If you choose to do this, involve the media representative as part of your Incident Management Team. The Public Relations Institute of Australia (PRIA) website provides access to public relations specialists Australia-wide. Visit [www.pria.com.au](http://www.pria.com.au).

If the incident is (or suspected of being) a terrorist attack, all media enquiries must be channeled through your State Police Media Centre. Any unauthorised media release or comment may jeopardize the police response, current negotiations or pending criminal investigations.

If the incident is not major and if the company has a suitable person who has been trained in media relations, then you may decide to manage the media proactively without consultants.

Remember that your State Association is also a resource tool to help support and guide you in relation to major incidents, including media management.

Whichever way you choose to organise your media management, it must be done. Taking a proactive approach to media management assists in achieving positive outcomes for those involved, the operator and the industry as a whole.

Major incidents may be sensationalised through visual images and raising questions of blame. This will have a negative impact as well as create a sense of chaos if not well managed, adding significantly to the pressure on the operator and the staff.

- > For major incidents, the Company Spokesperson or media specialist should be at the scene of the incident to convey in picture and words that the company is managing the incident and taking it seriously. If the incident takes place at a location remote to the company's depot or offices, it must be anticipated that media and Police will already be on site.
- > If being interviewed, the Company Spokesperson should prepare their key messages beforehand to ensure that they are emphasised during the interview.
- > The Company Spokesperson should also be on-site to help arrange employee and passenger interviews. Media will often be looking for employees and passengers to provide eyewitness accounts and the company needs to manage access to staff and passengers and to help them deal with the media. Ensure that employee spokespeople are briefed, responsible and supportive of the company before allowing media access.
- > An open approach in dealing with the media is important! -- Even if it only expresses shock by Company Spokesperson and concern for passengers and staff and emphasises the company's safety records and plans to do whatever is possible to assist passengers, staff/supervisors. This is far better than one which offers "no comment"; this only makes the operator look disinterested and defensive. If you are unable to comment on certain issues, explain why; for example, you are waiting to contact relatives, etc.

You may decide to draft a written media release. This allows you to plan your communication exactly as you wish and to communicate all the messages you wish to communicate.

### Guidelines for Handling the Media

1. Never lie or withhold critical information, as this will become known eventually.
2. Resist from speculating on the cause of the incident as it can only damage your reputation if it proves to be wrong and may prejudice the investigation.
3. Never play down the problem.
4. Work closely with Police and Emergency Services media units to ensure a consistent message is communicated.

5. Provide information and details as it becomes available, in coordination with the Police.
6. Confine yourself to the known facts, be truthful objective and complete.
7. Any statements should avoid placing blame.
8. Communicate concern. Statements should be issued quickly and promptly as information comes to hand. You should expect potentially inflammatory, provocative and emotional questioning from the media; don't become the story yourself – remain calm, rational and in-control with factual answering. Be prepared for "ambush" style reporting, for example, being confronted with a relative or with a victim and being asked for comment.
9. Never release information that violates individual privacy.
10. Never make "off the record" comments.
11. Never play favourites among the media.
12. Never release information that is not been authorised for release by your company's Incident Manager and by the Emergency Services Officer in charge.
13. Be available on call for media 24 hours a day, 7 days a week.

Your State Association will also be able to advise you on media management. Refer to Appendix 5 for contact details of Associations.

The Public Relations Institute of Australia (PRIA) is the industry association for Public Relations professionals.

The PRIA website has a functionality that allows you to "Find a PR Consultancy" visit [www.pria.com.au](http://www.pria.com.au).

If you don't have web access call PRIA's head office on (02) 9331 3346 and ask them to run you through the search.

### How To Write A Media Release

The Company Spokesperson should work with the media by providing information in the form of written media releases, statements and/or interviews. In the event of an incident it is recommended that the person answering the calls records telephone and fax numbers of all media enquirers and informs them that a media release will be made (if this has been decided). Appropriate training to this effect should be provided. Where possible they should be informed of the time the media release will be made (the earlier this is made the better).

In the event that you prepare your own statement, confine yourself to the known facts, and be truthful, objective and complete.

The statement should include the following and be discussed with Police Media prior to release:

- > The date, the name, title and contact details of the designated spokesperson.
- > The name and contact details of the operator.
- > The information previously prepared regarding the operator's safety record, the company's emphasis on safety.
- > The who, what, where, how, when and why to the best of knowledge at the time.
- > Brief details of current activities by emergency services and the operator.
- > A direct quote from the Company Spokesperson.
- > Brief detail of plans to deal with the situation.
- > A contact number information line for concerned relatives to use.
- > A commitment to provide further information including an estimate of when that might be.
- > The after-hours number of the media contact.

The statement should:

- > Avoid placing blame.
- > Demonstrate concern.
- > For a major incident, be cleared by the Emergency Services Officer in charge.
- > Be issued quickly after the incident.

It is recommended that after drafting a media release, you have several others review it, including your legal advisors and where possible, another member of your operations team.

## Learning from Experience and Returning to Normal Operations

### Operational Debriefing

An operational debriefing is a discussion of all staff involved in an incident after the incident is over and is aimed at determining the facts of what took place in the lead up to, during and after the incident.

The purpose is to identify the strengths of the response to the incident, the areas of improvement in terms of procedures and operations to be addressed in future policies and procedures. The operational debrief can be facilitated by an internal or external person.

Also consider holding a similar brief with other staff not directly involved in the incident to keep staff informed and aware of what is going on.

An operational debrief is a completely separate event and has completely separate purposes to psychological debriefing, which is provided by BIC's Psychological Services Provider (refer Appendix 4).

### Return to normal operations.

Plans for return to full operation should be made as the immediate aftermath of the incident winds down.

This might include the use of casual drivers, cooperation with another local operator who might undertake some route work if necessary, or alternative transport for passengers in the short term after the incident. There may be a need to involve your State or Territory Transport Department in these alternative arrangements as early as possible, and will involve coordinated public communications to advise of temporary route changes and other services changes.

### Rehabilitation and return to work of staff.

After the immediate medical treatment and psychological debriefing and counselling of staff, a liaison person should be appointed to work with doctors and the psychological services provider to plan and coordinate the safe and successful return to work of staff.



# → Real-Time

## Fleet Management and Passenger Information for Australia

Customers will be reliably informed, in real-time about next departures via stop displays, onboard vehicle displays, website and mobile devices.

INIT solutions for planning, operating and optimising public transport include for example:

- ▶ Real-Time Fleet Management
- ▶ Real-Time Passenger Information
- ▶ On-Board and Wayside Displays
- ▶ Scheduling and Run Cutting Software
- ▶ E-Ticketing
- ▶ Automatic Passenger Counting

**INIT's Automatic Passenger Counting System**  
successfully installed in over 4.000 busses  
and light rails worldwide



INIT – leading supplier in **Intelligent Transportation Systems (ITS)** and **Fare Collection Systems** – has been assisting transportation companies worldwide for almost 30 years in making public transport more attractive, faster and more efficient.

With more than 400 successfully realised projects and more than 35,000 vehicles equipped, INIT has unique knowledge regarding the needs of public transport. Take advantage of this expertise.

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[www.initag.com](http://www.initag.com)

## SAMPLE MEDIA RELEASE

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### ***Local Buslines***

1 Main St  
Anytown, NSW 2345

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## **MEDIA RELEASE**

25 February 2012

Girl injured in Anytown bus incident

A 13 year-old girl was involved in a road incident this morning in Anytown, NSW and is currently receiving medical attention at Anytown Hospital.

The incident occurred outside a local secondary school at around 8:45am, and involved a bus operated by Local Buslines.

The Director of Local Buslines, Mr John Owner, said the company was doing everything it could to help the authorities.

"Local Buslines is concerned for everyone involved in this morning's incident, and will be doing whatever possible to assist." Mr Owner said.

"The company's incident management procedures have been put into place to ensure all those concerned receive appropriate assistance. The children on the bus and its driver are all being provided with counseling.

"Local Buslines has been operating in the Anytown area for 15 years and places great emphasis on safety. We carry over 100 000 passengers every year and are proud of our record in providing safe travel to the people of Anytown."

"We are cooperating with the authorities in the investigation of this incident, and will continue to do so." Mr Owner said.

Mr Owner has said more information will be provided as it becomes available.

-ends-

**Media Enquiries:**

**John Owner – Director**

**Ph: 02 2222 2222 or 0422 222 222**



## They said a double decker could not be built in Australia. We did it. So where to now..

In achieving our breakthroughs in the design and manufacture of the Bustech CDI Double Decker, we knew that there was more that could be done. Even though the CDI is proving just the ticket for Australia's growing transport needs, we are still looking ahead to the future. As a result, we have an even bigger ambition on the drawing board. Come join us on our ride into the future!



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[EMAIL bustech@bustech.net.au](mailto:bustech@bustech.net.au) | [WEB BUSTECH.net.au](http://BUSTECH.net.au)







## ➤ **Section VII**

### Check Lists



Do You Need  
Industrial Relations Advice?

*Fast?  
Convenient?  
Affordable?*

The Australian Public Transport Industrial Association (APTIA) is the industrial arm of the Bus Industry Confederation (BIC). APTIA provides IR advice, express IR News and representation at Fair Work Australia (FWA).

If you are a member of an approved State Association or a direct member of APTIA, you can receive **free** advice at your fingertips, **free** monthly IR Bulletins and **free** express IR News delivered to your in-box, **free** access to the APTIA resource centre and IR manuals exclusive to the APTIA members only area of our website.

#### For a minor fee, APTIA can also help you with:

- Unfair Dismissal claims and General Protection applications
- Notices of Dispute
- Enterprise Agreement making and lodgement with FWA
- Representation at FWA conciliation involving respondents reply
- Representation at an arbitration in FWA including affidavits and submissions
- Representation at stakeholder meetings



#### Why Choose APTIA?

- Minimise cost by not having to engage an expensive lawyer without expert industry knowledge
- Business risk is reduced by using specialised industry knowledge of the relevant legislation
- APTIA gives advice that is in line with your company policy and practice
- APTIA can be your Partner in developing company policy and practices so that your company remains up to date with current legislation

Ph: **Ian MacDonald: +61 2 6247 5990** Email: **imacdonald@aptia.com.au** Web: **www.aptia.com.au**

Contact your State Association who can help with referring you to APTIA



## Appendix 1

### INCIDENT ACTIVITY LOG

This sample Incident Activity Log shows the type of information that should be recorded.



**Completed:** Bill Jones  
**Location:** Small Town

DATE	TIME	ACTIVITY	DETAILS
1/5/2011	8.30am	Notified of incident by Jack Owner	
	8.45am	Left for incident site	
	9.25am	Spoke to Jack Owner	Emergency services in attendance, Jan Brown for psychological services provider to arrive at 10.00am (mobile number is 0451 658 965)
	9.45am	Arrived on site Identified self to senior police person	
		Spoke to John Driver  Spoke to Jack Owner	Obviously shocked. Replacement driver required. Reassurance provided.  Request immediate replacement driver and alternative vehicle
	10.05am	Spoke to passengers on vehicle	Three obviously distressed

## Appendix 2: Quick Guides for Emergencies

### DRIVERS IMMEDIATE ACTION LIST – IN THE EVENT OF SERIOUS ACCIDENT OR INCIDENT

<b>1 REMAIN CALM</b>	
<b>2 SECURE VEHICLE</b>	<ul style="list-style-type: none"> <li>&gt; Secure vehicle in a safe place as is possible – apply park brake and hazard lights.</li> <li>&gt; Turn off engine if vehicle is best not moved.</li> </ul>
<b>3 ASSESS THE SCENE</b> <b>PHONE: 0-0-0</b> <b>EMERGENCY SERVICES</b> (if required)	<ul style="list-style-type: none"> <li>&gt; If it is a BOMB threat, DO NOT USE mobile phone or two-way within 150 metre radius of threat.</li> <li>&gt; Is the scene safe? Before evacuating, consider wind direction if gas/fumes/smoke are involved.</li> <li>&gt; Are there any other road hazards?</li> <li>&gt; Are passengers injured? Assist if safe to do so. Delegate if possible.</li> <li>&gt; Are exits blocked?</li> <li>&gt; Does vehicle need to be evacuated – and if so, how quickly?</li> <li>&gt; Activate duress / emergency button if required.</li> <li>&gt; Are Emergency Services Required? – if so, call 000.</li> </ul>
<b>4 EVACUATE PASSENGERS</b> <b>IF they are safer away from vehicle</b> <b>IF Bus is isolated in a dangerous place</b> <b>IF Bus has caught fire or has toxic fumes</b> <b>IF there is a suspicious item</b>	<ul style="list-style-type: none"> <li>&gt; If you are incapacitated, enlist help of others to take control.</li> <li>&gt; Nominate safe assembly area. Delegate someone to lead the group.</li> <li>&gt; Leave all personal items on the bus.</li> <li>&gt; Open all doors if possible and ensure everybody gets off the bus.</li> <li>&gt; Consider a buddy system for disabled or young passengers.</li> <li>&gt; Dependent on the risk, you may have to move injured passengers. Enlist help to do this.</li> </ul>
<b>5 ENSURE SAFETY OF OTHER ROAD USERS</b> <b>Place portable warning triangles around vehicle</b> <b>IF your vehicle has GVM of 12 tonne or more</b> <b>IF your vehicle is not visible at any time for at least 200 metres in all directions</b>	<ul style="list-style-type: none"> <li>&gt; If speed limit is greater than 80 kilometres per hour, and vehicle is not visible for at least 300 metres, place 1 triangle at least 200 metres, but not over 250 metres, behind the vehicle and place 1 triangle at the side of the vehicle in a position that gives sufficient warning to other road users.</li> <li>&gt; If speed limit is less than 80 kilometres per hour, and vehicle is not visible for at least 200 metres, place 1 triangle at least 50 metres but not over 150 metres behind the vehicle and place 1 triangle at the side of the vehicle in a position that gives sufficient warning to other road users.</li> </ul> <p><small>*Guideline in accordance with Australian Road Rules as at February 2012. Rules applied in each State may vary according to State legislation.</small></p>
<b>6 CONTACT THE DEPOT</b>	<ul style="list-style-type: none"> <li>&gt; Contact your depot. Provide description of incident and your location.</li> <li>&gt; WHAT SUPPORT DO YOU NEED – Counselling for passengers; People with special needs/medication; a company site manager/representative.</li> <li>&gt; Keep depot informed until site manager arrives.</li> </ul>
<b>7 IF POSSIBLE, OBTAIN NAMES &amp; CONTACT DETAILS OF PASSENGERS</b> <b>LIAISE WITH EMERGENCY SERVICES</b>	<ul style="list-style-type: none"> <li>&gt; Enlist help of someone to get name and contact details of all passengers.</li> <li>&gt; Liaise with Emergency Services and follow their instructions.</li> <li>&gt; If you have evacuated vehicle, advise passengers not to return to vehicle.</li> </ul>

## Appendix 2: Quick Guides for Emergencies

### OPERATORS IMMEDIATE ACTION LIST – IN THE EVENT OF SERIOUS ACCIDENT OR INCIDENT

#### 1 CLARIFY DETAILS OF INCIDENT

- > Identify the driver and the vehicle involved.
- > Number of people involved, injured or affected and any special needs.
- > Extent of injuries.
- > Contact Emergency Services if not already done.
- > What Emergency Services are involved or needed – record names and phone contact details of Emergency Services personnel.
- > Record Date, Time and Location of incident.
- > Obtain or get access to the passenger list or group contact person.

#### 2 CALL DAVIDSON TRAHIRE FOR TRAUMA COUNSELLING (if required) Phone: 1300 360 364

- > Identify your call as a request for Critical Incident-Trauma counseling for your bus/coach company.
- > Provide your name, contact details, company name & address.
- > Provide details of incident: location, type, degree of impact, number of staff/passengers; known physical condition.
- > Provide details of the incident and discuss what assistance is required and when it is required.

#### 3 LIASIE WITH COMPANY PERSONNEL

- > Ask and clarify what your driver / crew need from management.
- > Despatch Site Manager to attend scene (if required).
- > Provide passenger lists or detail of group contact person to staff (if possible).
- > Inform driver / crew who you have appointed as Site Manager and Psychological Services Provider and expected arrival time at the scene.
- > Delegate a company spokesperson (may be a professional person or State Association).
- > Notify relevant jurisdiction (ie. Transport Regulator and / or investigator)

#### 4 INFORM THOSE WHO MAY NEED TO RESPOND TO ENQUIRIES

- > Board members, company legal advisors, insurance company.
- > Office staff / reception OR divert all enquiries to Company Spokesperson OR provide clear message regarding what has happened, what is in place and what is being done.
- > Travel Agent or Booking organization, school, next of kin.
- > In the case of a major incident, police may take charge.

#### 5 PROVIDE PRACTICAL SUPPORT TO DRIVER / CREW

- > Record details of events/communications in Incident Activity Log.
- > Despatch new driver / crew and organise vehicle / property recovery.
- > Organise alternative arrangements, such as route, itinerary, meals, refreshments, etc.
- > Liaise and co-operate with Emergency Services as required.
- > Keep in regular contact with driver / crew and Site Manager.
- > Follow up requests, provide feedback on what has been / is being done.
- > Enquire how driver/crew/passengers (and their families) are coping. What do they require? How do we get it to them?
- > Consider legal representation for your staff.
- > Consider using independent experts for surveying, photographing and documenting. Delta V Experts have 24/7 services, call 1300 335 828.
- > Make sure insurer and legal advisor have been informed.

## Appendix 3

### Incident Manager Checklist – Day of Incident

This checklist serves as a reminder of the major tasks which may need to be undertaken on the day of the incident. It is not exhaustive but provides a general framework. Your role is to ensure everything is done not necessarily to do everything yourself. You may delegate within your organisation and/or seek assistance from your State Association (refer Appendix 5).

#### Clarify incident details:

- > Number of people involved, injured or affected and any special needs.
- > Extent of injuries.
- > What emergency services are involved (record names and phone/fax numbers).
- > Date, time and location of incident.
- > Access passenger list.
- > Contact the BIC's Psychological Services Provider on 1300 360 364. Refer Appendix 4 for full details.
- > Provide details of the incident and discuss assistance required and timing.
- > Ask and clarify what driver/crew want from management. Encourage use of incident management flow charts.
- > Delegate and dispatch Site Manager to attend (if appropriate). Provide passenger lists to staff if possible.
- > Inform driver/crew of names and expected arrival time of Site Manager and Psychological Services Provider.
- > Delegate Company Spokesperson (may be a professional person or State Association).

#### Inform those who may need to respond to enquiries:

- > Board members, company legal advisors, insurance company.
- > Office staff/reception or divert to Company Spokesperson or provide clear message regarding what has happened, what is in place, and what is being done.
- > Travel agent or Booking organisation/school/next of kin. In the case of a major vehicle incident police may take charge.

#### Begin to provide practical support driver/crew:

- > Dispatch new driver/crew.
- > Organise vehicle/property recovery.
- > Organise alternative arrangement, i.e. route, itinerary, meals, refreshments, etc.
- > Maintain regular contact with driver/crew or Site Manager.
- > Consider legal representation for your staff.
- > Consider using independent experts for surveying/photographing/documenting the scene of the collision/workplace incident, especially where death, serious injury or major damage occurs. Delta V Experts 1300 335 828 offer Australia wide coverage 24/7 for such incidents.
- > Follow-up requests, provide feedback on what has been/is being done.
- > Enquire how driver/crew/passengers (and their families) are coping.
- > What do they require and how do we get it to them?
- > Liaise and co-operate with emergency services.
- > Record details of events/communications in Incident Activity Log (refer Appendix 1).
- > Inform insurer and legal adviser.

### Incident Manager Checklist – Following Days

- > Continue to liaise with Site Manager, Liaison Officer/ Company Spokesperson.
- > Provide information to parties as appropriate as it becomes available, i.e. on well-being of those affected, police investigation, recovery efforts.
- > Send expression of support/thanks from management/ owner such as a letter or flowers.
- > Begin planning for practical support to passengers, next of kin, and driver/crew – go through crew checklist together.
- > Follow through on all support offered.
- > Liaise with your psychological services provider on: Counselling; specific management strategies and specific needs; return-to-work of driver/crew; and passenger/next of kin support/counselling.
- > Review the responses and activities of the Incident Management Team and implement improvements if required.

## Appendix 4

### Preferred Psychological Services Provider

The Bus Industry Confederation has appointed Davidson Trahaire, a national firm of counselling and organisational psychologists and human resources consultants, as the preferred provider of psychological services including major incident debriefing.

By contacting 1300 360 364 your call will go to Davidson Trahaire's office in your capital city. Davidson Trahaire will arrange for one of their psychologists to liaise with you and attend to commence Major Incident Debriefing as soon as is appropriate. Costs for these services may be recoverable from your insurance company.

### How to Refer to and Work with the Psychological Services Provider

The Incident Manager or Site Manager should contact Davidson Trahaire as soon as is practical after a major incident to arrange Major Incident Debriefing for employees and passengers.

On contacting Davidson Trahaire you should:

1. Identify your call as a request for major incident – trauma counselling for a BIC member bus/coach company.
2. Provide your name, contact details and company position.
3. Provide company name and address.
4. Provide details of the incident: location, type, degree of impact, number of staff/passengers involved, known physical condition.
5. Brief summary of current situation.

NB. If calling “after business hours” leave information on 1 and 2 above on Davidson Trahaire's after-hours pager for call-back.

Davidson Trahaire will arrange for a rostered trauma psychologist to call you to discuss:

- > Suitable timing to attend to commence Major Incident Debriefing.
- > A suitable location.
- > Who from Davidson Trahaire will attend (in larger incidents more than one psychologist may be required) and estimated time of arrival.
- > Details of other company contact in your Major Incident Management Team

Before the Davidson Trahaire psychologist arrives you should talk to staff and passengers involved to explain that Trauma Debriefing/Consulting is being arranged for all involved and that the company would like them to meet, talk to and listen to the counsellor. With the counsellor they can decide if Trauma Counselling following this would be useful to minimise any possible impact.

When Davidson Trahaire's Psychologist arrives you should:

- > Provide an overview and update on the incident.
- > Introduce Psychologist to other key managers and staff.
- > Provide the Psychologist with a list of staff and passengers involved and their contact number.
- > Discuss with the Psychologist the logistics for him/her to talk with each staff member/passenger. This should generally be conducted in a private area with those most affected initially requiring approximately 1 hour and others from 20 minutes to 1 hour.

After the psychologist's initial debriefing of those involved, you should expect the Davidson Trahaire psychologist to brief you in general terms and to discuss what arrangement would be made for further debriefing and counselling for staff and passengers. It is common for basic Trauma/Major Incident Debriefing to be spaced over a minimum of three counselling visits over a 14-28 day period after a major incident. Some people may require more and, for minor incidents, some may require less.



## Appendix 5

### National and State Bus and Coach Association Contact Details

#### Bus Industry Confederation

PO Box 6171  
KINGSTON ACT 2604



Contact: Michael Apps  
Tel: (02) 6247 5990  
Fax: (02) 6273 1035  
Email: enquiries@bic.asn.au

#### BusNSW

Locked Bag 13  
NORTH PARRAMATTA NSW 1750



Contact: Darryl Mellish  
Tel: (02) 8839 9500  
Fax: (02) 9683 1465  
Email: dmellish@busnsw.com.au

#### Motor Trades Association of WA

Locked Bag 13  
BELMONT WA 6984



Contact: Marie Donato  
Tel: (08) 9453 7900  
Fax: (08) 9453 7999  
Email: mdonato@mtawa.com.au

#### SA Bus Association

PO Box 139  
ALDGATE SA 5154



Contact: Laurant Huefner  
Tel: 0410 422 040  
Email: lheufner@sabus.asn.au

#### UITP

PO Box 258  
Brunswick VIC 3056



Contact: Rob Pearce  
Tel: (03) 9077 4046  
Email: rob.pearce@uitp.org

#### Bus WA

239 Star Street  
WELSHPOOL WA 6106



Contact: Wally Gargano  
Tel: (08) 9355 3022  
Fax: (08) 9355 3122  
Email: wally@warta.com.au

#### Bus and Coach Association

PO Box 1126  
PROSPECT EAST SA 5082



Contact: Sonia St Alban  
Tel: (08) 8269 1077  
Fax: (08) 8269 1087  
Email: bcasa@bcasa.asn.au

#### BusVic

PO Box 125  
PORT MELBOURNE VIC 3207



Contact: Chris Lowe  
Tel: (03) 9645 3300  
Fax: (03) 9645 4455  
Email: clowe@busvic.asn.au

#### QLD Bus Industry Council

PO Box 324  
STONES CORNER QLD 4120



Contact: David Tape  
Tel: (07) 3397 1700  
Fax: (07) 3397 1766  
Email: Manager@qbic.com.au

#### TasBus

33 Forbes Street  
DEVENPORT TAS 7310



Contact: Geoff Lewis  
Tel: (03) 6423 2611  
Fax: (03) 6423 2614  
Email: glewis@tasbus.com.au

#### Bus & Coach Association of New Zealand

PO Box 9336  
WELLINGTON NZ



Contact: Raewyn Bleakley  
Tel: +64 4 499 7334  
Fax: +64 4 499 7353  
Email: ceo@busandcoach.co.nz

## Appendix 6

### Emergency Contact Details Who to Contact and When

#### 24-hour National Security Hotline 1800 123 400

Contact the National Security Hotline if you have information of possible terrorist activity or have seen or heard something suspicious that may need investigation by security agencies.

It is open 24 hours a day, seven days a week and is operated by trained staff and experienced advisers from a wide range of backgrounds, including police, security and the military.

Reports are immediately passed on to the relevant police or security agency. All information is confidential and callers may remain anonymous if they wish.

**Email:** hotline@nationalecurity.gov.au

**Mail:** National Security Hotline  
Attorney General's Department  
National Circuit, Barton ACT 2600

**TTY:** For TTY users the number is 1800 234 889

#### Emergency Services 000

Call 000 for a police, fire or ambulance response to a life-threatening emergency or if a crime is in progress.

#### Your Local Police

Call your local police to report a crime or to receive general advice about local security and safety issues in your community.

#### Independent Surveying Experts providing photography and documentation of the scene

Delta V Experts  
24 hour service  
1300 335 828

#### Translating and Interpreting Service 131 450

If you wish to report suspicious activity and do not speak English well, call the Translating and Interpreting Service and ask them to contact the 24-hour National Security Hotline and interpret for you.

#### Psychological Services and Major Incident Debriefing

Davidson Trahaire  
24 hours service  
1300 360 364

#### Appoint your media relations expert

Source your media relations expert from the Public Relations Institute of Australia.

www.pria.com.au  
(02) 9331 3346



## Bus Industry Confederation Members

### ASSOCIATIONS

Bus & Coach Association (SA)  
 Bus & Coach Association of NZ  
 BusVic  
 BusNSW  
 BusWA  
 Motor Trades Association (WA)  
 Queensland Bus Industry Council  
 SA Bus Association  
 TasBus  
 UITP (International Association of Public Transport)

### URBAN BUS GROUP

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 Greyhound Australia  
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 Transit Systems Australia  
 TransLink  
 Veolia Transdev Australasia

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 Mills-Tui Australia  
 Peninsula Yutong Buses  
 Scania Australia  
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 IVECO  
 MAN Automotive  
 Mercedes-Benz Australia Pacific  
 Peninsula Yutong Buses  
 Scania Australia  
 Volvo Australia

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Air-Pac (AUST)  
 Coachair Australia  
 Cooltek Asia Pacific  
 Denso Automotive Systems Australia  
 QTK Group  
 Transit Refrigeration & Air Conditioning

### SEAT MANUFACTURERS

McConnell Seats  
 StyleRide Seating Systems

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 Airbags Australia  
 Aldridge Electrical Industries  
 ALIB Businsure  
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 Armbro Insurance Brokers  
 Australasian Bus & Coach Magazine  
 Bacchus Management Systems  
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 Bus Cover  
 Bus Finance Australia  
 Coachworks  
 Continental Tyres  
 Cooper Grace Ward Lawyers



Cummins Engine Company  
Curratech  
Davidson Trahaire Corpsych  
Festo  
Firestorm Fire Protection  
Fry's Spares  
Gunnebo Australia  
Heritage Finance  
Hobson Engineering  
Holdsworth Australasia  
Hopwood Integrated Training  
INIT  
International Cleaning Services  
Into Training Australia  
IVU Traffic Technologies AG  
John Gilbert Australasia  
Kevrek  
Mobitec/Thoreb Australia  
Money Resources Group  
Multispares  
National Australia Bank  
National Biodiesel  
Newcastle Hino

OAMPS Insurance Brokers  
O'Brien Glass Industries  
Parts Supply Solutions/Hanover  
Displays  
Pitcher Partners Advisors  
Powerdown Australia  
Reatex Marketing (Aust)  
Sika Australia  
SMC Pneumatics Australia  
Southport Engineering  
Special Transport Solutions  
Transfab  
Transit Training Solutions  
Transport Training ACT  
Trapeze Austrics  
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Wabtec Australia  
Westpac  
Whitehorse Truck and Bus  
Yara Australia  
ZF Services Australia

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Queensland Bus Industry Council  
SA Bus Association  
TasBus  
Transit Australia Group  
Transit Systems Australia  
Ventura Bus Lines  
Veolia Transdev Australasia  
WA Road Transport Association

To become a Member of BIC, call us on 02 6247 5990 or go to our website and download the membership kit at **[www.ozebus.com.au](http://www.ozebus.com.au)**





**BIC** The Bus Industry Confederation (BIC) is the national representative body dedicated to promoting bus operators, manufacturers and suppliers to ensure the long term viability of the Australian Bus and Coach Industry.

The BIC understands that our core business as an industry is *Moving People*. With ongoing research, policy development and advocacy, the BIC ensures that governments understand that there is a continuing need for passenger transport.

**APTIA** The BIC also incorporates an industrial relations arm, the Australian Public Transport Industrial Association (APTIA). The primary role of APTIA is to provide advice on industrial relations to the BIC and its State Association members. APTIA also provides monthly bulletins, express IR News and representation at Fair Work Australia to APTIA members.

**OzeBus** is the online home of the bus and coach industry in Australia. OzeBus provides premium membership access; publications, guidelines, statistics and fact sheets relating to national issues and industry compliance; industry research and policy documents; and information about our *Moving People* agenda and strategic Partners.

**Our Members** The continual support from Members of the BIC and APTIA has been a critical factor in our capacity to promote the national interests of businesses in the Australian Bus and Coach Industry, ensuring our industry is top of mind with politicians, bureaucrats and the community.

In addition to providing funds, our members serve on various BIC committees overseeing the national agenda, including: technical, environment and safety; industrial working group; taxes, charges and infrastructure; research; long distance, charter and express; regulation, reform and industry standards; national contracts group; marketing and events.

Ph: +61 2 6247 5779

Email: [enquiries@bic.asn.au](mailto:enquiries@bic.asn.au)

Web: [www.ozebus.com.au](http://www.ozebus.com.au)





BUS INDUSTRY CONFEDERATION  
PO Box 6171, KINGSTON ACT 2604

**Tel:** +61 2 6247 5990

**Fax:** +61 2 6273 1035

**Email:** [enquiries@bic.asn.au](mailto:enquiries@bic.asn.au)

**Web:** [www.ozebus.com.au](http://www.ozebus.com.au)

