



Bus and Coach Operators Incident Management Guidelines

March 2004



**A guide on how to manage emergencies,
accidents and security threats affecting
employees and passengers**

**Prepared by Bus Industry Confederation of Australia
March 2004**

CONTENTS

Chairman's Foreword	5
National and State Bus & Coach Association Contacts	6
Background	7
Why have an Incident Management Plan?	8
Section 1 — Preparing for an Incident	9
Section II — Guidelines for Managing Incidents	12
Section III — Principles of Good Protective Security	14
Section IV — Protective Security Guidelines	15
BOMB THREAT CHECKLIST	17
Section V — National Counter-Terrorism Alert	22
Section VI — Trauma Counselling & Assistance for Staff, Passengers & Relatives	26
APPENDIX 1 — Accident/Incident Manager Checklist: Day of Incident	30
APPENDIX 2 — Sample Activity Log	32
APPENDIX 3 — Preferred Provider of Psychological Services	33
APPENDIX 4 — PRIA Contact Details	34
APPENDIX 5 — Emergency Contact Details	35

CHAIRMAN'S FORWARD

The Bus Industry Confederation is proud to present this Guide for bus and coach operators. The Guide will inform operators how to minimise the risk of critical incidents and how to manage the situation should an incident occur. The Guide takes into account protective security measures and what to do in the unfortunate event of a serious incident. It also offers advice on how to deal with the media in a crisis situation.

I would like to thank all State Associations and the Commonwealth Department of Transport and Regional Services for their input and hard work in preparing this Guide.

The Guide will be updated as required to provide bus operators with a viable Critical Incident Management Plan. Please remember, this Guide is exactly that, a guide. You will need to obtain your own advice on matters or interpretation or contact the relevant authorities as outlined in the Guide.

Yours sincerely

Stephen Lucas
BIC Chairman



Stephen Lucas

National and State Bus and Coach Association Contact Details

<p>Bus Industry Confederation PO Box 112 BRADDON ACT 2612</p> <p>Contact: Michael Apps Tel: (02) 6247 5990 Fax: (02) 6230 6898 Email: admin@bic.asn.au</p> 	<p>Bus and Coach Association (SA) 273 Main North Road ENFIELD SA 5085</p> <p>Contact: Sonia St Alban Tel: (08) 8269 1077 Fax: (08) 8269 1087 Email: bcasa@bcasa.asn.au</p> 
<p>Bus and Coach Association (NSW) 27 Villiers Street NORTH PARRAMATTA NSW 2151</p> <p>Contact: Darryl Mellish Tel: (02) 8839 9500 Fax: (02) 9683 1465 Email: dmellish@bcansw.com.au</p> 	<p>Bus and Coach Association (WA) PO Box 727 BALCATTWA WA 6914</p> <p>Contact: Craig Marsland Tel: (08) 9345 3219 Fax: (08) 9345 3465 Email: cmarsland@mtawa.com.au</p> 
<p>QLD Bus Industry Council PO Box 782 MT OMMANEY QLD 4074</p> <p>Contact: Gordon Luke Tel: (07) 3397 1700 Fax: (07) 3397 1766 Email: qbic@gil.com.au</p> 	<p>Bus Association Victoria PO Box 125 PORT MELBOURNE VIC 3207</p> <p>Contact: John Stanley Tel: (03) 9645 3300 Fax: (03) 9645 4455 Email: jstanley@busvic.asn.au</p> 
<p>Tasmanian Bus Association 33 Forbes Street DEVENPORT TAS 7310</p> <p>Contact: Geoff Lewis Tel: (03) 6423 2611 Fax: (03) 6423 2614 Email: glewistba@tassie.net.au</p> 	<p>Bus & Coach Association of New Zealand PO Box 9336 WELLINGTON, NZ</p> <p>Contact: John Collins Tel: +64 44 997 334 Fax: +6444 997 353 Email: john@busandcoach.co.nz</p> 

©Copyright 2004 Bus Industry Confederation

ISBN 0-9751034-1-5

Published March 2004

Printed by PMP Pty Ltd, Zillmere, Qld.

This work is copyright. apart from any use as permitted under the Copyright Act 1968, no part may be reproduced by any process without prior written permission from the Bus Industry Confederation. Requests and enquiries concerning reproduction and rights should be addressed to the BIC National Secretariat, PO Box 112, Braddon, ACT. 2612. Telephone: (02) 6247 5990. Fax: (02) 6230 6898. Email: admin@bic.asn.au.

The Bus Industry Confederation would like to thank Transport Agencies and the Commonwealth Department of Transport and Regional Services for their assistance in the preparation of this publication.



This book has been produced for the Bus Industry Confederation by PSA.
For further information contact 1800 649 578.

BACKGROUND

In the bus and coach industry, an incident is a situation that has the potential to cause physical and/or psychological injury or distress to staff, passengers or the public.

This includes situations such as a vehicle accident or near miss; bomb threat, robbery, assault or serious threat to staff or passenger; a workshop accident; a medical emergency for staff or a passenger; exposure to a natural disaster; witnessing or assisting after a fatal accident.

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 and Plan outlined in this booklet have been amended to include guidelines to assist with emergency and security incidents, including possible terrorist acts.

Although security management issues have been included within this guide, the key focus remains on bus and coach accidents and incidents that are more likely than terrorism-related security threats. Nevertheless this guide is an important tool to assist in the practice of appropriate, effective security policy and procedures to manage incidents.

Bus and coach accidents, when they have occurred, have received significant media attention, and have lead 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. The development and implementation of an emergency management plan is a requirement in most jurisdictions. Developing a management plan for incidents is an essential management tool for bus operators nationwide.

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 Have an Incident Management Plan?

An incident can happen without warning to any bus operator, large or small. Your company's reputation and the bus industry's image can be adversely affected if incidents are not managed properly. All operators have legal responsibilities and public expectations to minimise the impact on the health and well-being of staff and passengers following an incident. Lack of preparation and proper attention to these issues can also lead to business disruption, loss and other costs. Negative and unwelcome media attention can be stressful for your staff and damaging for operators. You can minimise losses to your 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. Accidents 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) Principles of good protective security.
- (iv) Protective Security Guidelines.
- (v) National Counter Terrorism Alert.
- (vi) Trauma Counselling and Assistance.
- (vii) Appendix.

Preparing for an Incident

Main Tasks

- Decide who in your company will be responsible for managing the incident and make sure that that person is trained and prepared. Choose someone who is an experienced, able to remain calm, is an effective decision maker, communicates well and can represent the company appropriately.
- 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 and so, for smaller companies, a number of roles may need to be performed by one or two individuals.
- The requirements of the Management Team will also vary depending on the magnitude, location and complexity of the specific incident. All operators should consider preparing a major incident Management Team of sufficient size to properly manage a major incident so that, where a small or more contained incident occurs, a sub group of the Major Incident Management Team can most efficiently manage it.
- 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 a major incident. Consideration therefore, should be given to ensuring that someone else (e.g. spouse) is also aware of the Major Incident Management Plan for your business.
- The evacuation of employees in the event of fire or other emergency is a critical component of managing risk in the workplace.
- All operators should also give consideration to their company's internal resources, the training required to adequately prepare them in their roles for major incident management and the need to have external professional assistance available, particularly in the areas of professional trauma debriefing and, for major incidents, media management. Consideration should also be given to networking to have back up available from other operators if required.

The roles that need to be fulfilled are as follows

1. **Incident Manager** – responsible for the overall operation and management of the major incident.
2. **On-Site Manager** – responsible for the management at scene itself.
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 media management. (For State Associations contact see page 6.)
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 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 National Trauma Debriefing Provider for the industry Australia-wide and they can be contacted 24 hours a day, 7 days per week on 1800 666 866. Details of that company are provided in Appendix 3 on page 33.

- Details of the key responsibilities of the Major Incident Management Team members are provided in Appendix 1 on page 30.

Review of Communication Equipment and Insurances

Operators need to consider the communications equipment located both within the vehicle and at the depot and assess the operating conditions of their vehicles; for example, Will two-way radio work if 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?

Most Insurance policies are subject to an “excess”, some policies do not meet the full costs of items like vehicle recovery, site clean up, 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 to insurance coverage and responsibility for on site clean up etc.

Vehicle and Personnel Records

Operators need to ensure that all records pertaining to any vehicle involved in a major incident are available for them to examine as soon as practicable. In that way, should any questions arise by emergency services/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 etc.

Cost To Operators

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.

This includes major incident debriefing to prevent and minimise work-related trauma with drivers and other employees.

Training

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

- Training for the Major Incident Management Team. For larger companies this can be undertaken by the 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 operator's Major Incident Management Team will cover content such as:

- Major 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 counseling services for staff and passengers and
- Return to normal operations.

Major 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 Major Incident Management Team and drivers can work together to manage such incidents effectively.

Managers should ensure that all employees understand the 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 statement made to the police at the scene, legal requirements of drivers, vehicle recovery management, towing etc.

This should include the provisions of emergency and security information in a portable format (business card for wallet, near phones on buses) for all staff.

Guidelines for Managing Incidents

Main Tasks

1. The first step in managing an incident is for a person to be designated to collect the basic facts on the location, nature, size and immediate magnitude on the incident.
2. The designated person should ensure emergency services are in attendance for incident scene assistance and security.
3. The designated person ascertains who is available and who should be involved from the company's Major 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 co-ordination of the incident and to provide the central point of contact, both internally and externally as the manager of the incident.
5. An Incident Activity Log (see Appendix 2 on page 32) should be kept recording all accident details and conversations that happen after an incident. The log should be kept by all members of the operator's Major Incident Management Team. It is important that they are complete and accurate. Should an incident become subject to later investigation, 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 and other inquiries. As such, it is very important that Incident Activity Logs are completed accurately and honestly.
6. The Major Incident 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. The Psychological Services Provider should be contacted (see Appendix 3 on page 33) to enable them to prepare for the dispatch of a professional counsellor once the physical scene is contained, medical treatment has been provided and police, where involved, release staff and passengers.
8. Where staff or passengers are taken to hospital or other medical care by emergency services the Major Incident Management Team should track the whereabouts and condition of all involved and be on-site at the hospital to establish communication channels with the health services and the police.

Health services and police should be informed of the operator's plan and resources to support and assist staff and passengers in terms of psychological debriefing and counselling when appropriate, that is, when available after an immediate medical care and any police interviews/statements.

9. Operators should consider establishing a single, gathering point for their family and relatives. 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

10. 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 tarped before leaving the incident scene.

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

Have the salvage operator 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 creates a misleading image of the vehicle after the accident.

In some instances, other agencies may have been responsible for the vehicle for the purpose of police, Work Cover or other investigations.

EMERGENCY SERVICES

In the event of major incidents Emergency Services will play a significant role. This may include rescue and recovery, making the scene safe, transportation of those affected, medical assistance, notification of relatives and establishment of phone lines. 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.

Principles of Good Protective Security

Protective security can help protect your operations from security incidents and from criminal incidents including 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. There should be 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;
4. The SO should be qualified and have agreed roles and responsibilities;
5. A fundamental role for the SO is to develop, against a credible standard (AS/NZS 4360:1999), a risk based approach to security mitigation strategies, the implementation of which are articulated in a security plan; and
6. The protective security plan should include incident reporting, evaluation and monitoring and continuous improvement strategies.

The Bus Industry Confederation has consulted with the Department of Transport and Regional Services (DOTARS) and State Agencies in regard the Security Risk Assessment Process for the industry.

These guidelines have 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.

DOTARS recommends that if companies wish to undertake their own security risk assessment to assess any other security measures that might be implemented, they do so according to AS/ NZS 4360 1999.

Protective Security Guidelines

Public Policy Guidelines

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

Security Inspection Guidelines

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.

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 are Security Inspections conducted?

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

How are Security Inspections conducted?

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 that you are responsible for.
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. Supervisors will then report results of the inspection in accordance with the reporting arrangements for your venue.

What do I do if I find an unidentified article?

If the article obviously does not belong where you found it, stop your inspection and inform your supervisor. 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:

- Is the article **hidden**? YES/NO
- Is the article **obviously suspicious**? YES/NO
- Is the article typical of the items in your area? YES/NO

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 until it has been accounted for
4. Make a note of the article's size, shape, location and any other useful identifying characteristics
5. Follow all directions given by Emergency Services

Bomb Threat Guidelines

1. Receiving a Bomb Threat

- Stay calm.
- Do not interrupt caller.
- Attempt to obtain information from caller. Remember 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. (Appendix 2 on page 32).
- After the call do not replace the phone handset. This may assist the Authorities to trace the call.
- Contact Police (000). Use another phone to alert Authorities and other staff members.
- Inform Senior Management of the threat.
- 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.
- Upon arrival of Police, advise areas searched.
- Carry out any instructions received from Police.

3. Unidentified/Suspicious Object Found

- Do not touch or move any unidentified or suspicious objects.
- Evacuate area to 150 metres.
- Secure the area.
- 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"
- 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

1. When is the bomb going to explode? _____
2. Where is it right now? _____
3. What does it look like? _____
4. What kind of bomb is it? _____
5. What will cause it to explode? _____
6. Why did you place the bomb? _____
7. Where do you live? _____
8. What is your name? _____

C Caller's voice

CALM		NORMAL		DEEP		SLOW		RAPID		ANGRY	
FAMILIAR		DISGUISED		ACCENT		SOFT		LOUD		EXCITED	
LAUGHTER		SLURRED		DISTINCT		STUTTER		RAGGED		LISP	
RASPY		CRYING		DEEP BREATHING		CLEARING THROAT		NASAL			

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

D Threat Language

FOUL		INCOHERENT		IRRATIONAL		WELL SPOKEN		TAPED		0	
OTHER											

E Background Noises

VOICES		FAMILIAR		AGE		SEX		RACE		OTHER	
STATIC		CLEAR		PUBLIC PHONE		STD		MUSIC		CROCKERY	
ANIMAL NOISES		HOUSE NOISE		STREET NOISE		FACTORY		PA SYSTEM		MACHINERY	

Do not hang up after the call.

Suspicious Package Guidelines

Recognising Potential Hazards

- It is critical that staff handling mail or packages (left on bus or mail) remain vigilant and cautious at all times. It should be remembered, however, that most reports of suspicious packages are false alarms.
- As has been emphasised by the Commonwealth Attorney General, all staff handling mail items in a work environment 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.
- If your staff receive a package or letter that you believe is suspicious, follow the procedures outlined below.
- Place item in a plastic bag and seal it.
- Place all items in a second plastic bag and seal that also
- 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.
- Call for help. This may be your supervisor or to 000 to ask or the Police or Fire Brigades.
 - **Advise:**
 - Exact location of the incident – street address, building floor number.
 - Number of people potentially exposed.
 - Description of the package/device.
 - Action taken eg, package covered with black coat, area isolated.
 - Keep your hands away from your face to avoid contaminating your eyes, nose and mouth.
- If possible (without leaving your work area) wash your hands.
- If possible have the building ventilation system shut down and turn off any fans or equipment that is circulating air around the workplace.
- Wait for help to arrive.

If you suspect that you have received a package that may contain hazardous material and HAVE OPENED IT

- 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.
- If possible place an object over the package without disturbing it such as a large waste bin.
- 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.
- 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.
- Call for help. This may be your supervisor or to 000 to ask for the Police or Fire Brigades.
 - **Advise:**
 - Exact location of the incident – street address, building floor number.
 - Number of people potentially exposed.
 - Description of the package/device.
 - Action taken eg, package covered with black coat, area isolated.
 - Keep your hands away from your face to avoid contaminating your eyes, nose and mouth.

- If possible (without leaving your work area) wash your hands.
- If possible have the building ventilation system shut down and turn off any fans or equipment that is circulating air around the workplace.
- Wait for help to arrive.

If you suspect the mail item may contain an explosive device

- Follow your normal emergency procedures
- Ring 000 and report the package to the Police
- Evacuate the area

Drivers and Bus Guidelines

- Drivers, yardsmen or “early morning starters” conducting their pre-departure checks and inspections should ensure that there are no suspicious items on the bus.
- The bus should be monitored during the shift and at the end to ensure that no suspicious items are left on the bus and suspicious items dealt with according to the suspicious package guidelines.
- 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.
- Secure baggage bay doors at all times when not attended by company personnel. Door securement to be included in walk-around driver inspection.
- Install transparent divider that will sufficiently protect the driver’s back.
- Install or use night lights to illuminate passenger compartment.
- Avoid high-risk parking areas, look for well lit, locked, secure places to park buses at all times.
- Replace convex interior view mirror with flat, more realistic view mirror.
- Install Global Positioning System emergency beacon that could be activated during an emergency.
- 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.
- Provide company ID’s to all drivers (photo ID preferred) and portable security and emergency contact information.
- Establish driver communication systems that may include: cellular phones, GPS units, en-route check in, and “panic” buttons.
- Enhance driver pre-trip announcements and procedures to include a check of the fire extinguisher for tampering, clearing bins of all personal affects at destinations, and notification to passengers that terrorist acts on mass transportation systems are now a Federal crime (a standard script will be developed by the BIC in conjunction with Federal Department of Transport).
- 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).

Depots, Facilities and Office Guidelines

- All staff should be vigilant to any suspicious activity or items at depots or offices.
- 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 with. This would include security fencing around depots. This provides the added benefit of guarding against vandalism and theft.
- Bus companies should review their security at their premises. The Local Area Command of the Police is able to provide assistance on this matter.
- Conduct a risk assessment of company facilities including exterior, internal, employees, and bus safety.
- Provide company ID's to all employees (photo ID preferred) and portable security and emergency contact details.
- Control access to non-public facilities by non employees, vendors, etc.
- Establish designated employee parking areas.
- Establish video surveillance systems for facilities.
- Hire a security force.

On-Road Bus and Coach Security Guidelines

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 and without risk to health. 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, which outlines what to expect and how to act during an emergency or incident can significantly reduce the effects of post-traumatic stress.

Your State Bus and Coach Association will be able to provide advice about such training.

On-Road Bus and Coach Security Guidelines

Being Prepared and be 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 check that your camera system is fully 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)
- Stay very alert when you feel suspicious of a customer
- Secure 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.

Emergency Situation and Physical Assaults – What To Do?

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.

Driver Protection Actions and Technologies

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 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

National Counter-Terrorism Alert

The Federal Government has established a National Counter-Terrorism Alert.

The threat conditions characterise the risk of terrorist attack — LOW, MEDIUM, HIGH, EXTREME.

Following are a menu of possible preventative measures for each level of the National Counter Terrorism Alert. The right hand Preventative Measures column outlines the suggested actions or responses bus and coach operators should take, specific to the threat condition.

THREAT CONDITION	Preventative Measures
<p>LOW</p> <p>No information to suggest a terrorist attack in Australia.</p>	<ul style="list-style-type: none"> • Ensure a risk assessment has been undertaken and a security plan developed. <ul style="list-style-type: none"> ◦ Identify risks associated with normal business operating environment, for example natural disasters, passengers luggage and accidents, and develop a risk management plan that articulates the level of acceptable risk; ◦ Ensure that a review of the risk management plan is conducted annually. • Ensure that staff are trained in, and implement, basic security measures protecting the business and that there are regular reminders of the need to follow good basic security – this includes: <ul style="list-style-type: none"> ◦ Development and promulgation to staff of bomb threat and evacuation procedures; ◦ Designation of security controlled areas from which members of the public are excluded or only allowed under escort/supervision eg depots; ◦ Reporting of incidents; and ◦ Cleaning up facilities to ensure they are easier to search or to ascertain whether there has been unauthorised access. • Ensure a Business Continuity Plan has been developed. • Ensure an Incident Management Plan has been developed which includes: <ul style="list-style-type: none"> ◦ procedures to report any unusual activity or phone calls, particularly threatening calls or calls asking about security arrangements, to local police; ◦ after-hours contact details of key personnel and a procedure to ensure that local police have access to the contact details; ◦ procedures to ensure that the business/facility can move expeditiously to a higher level of alert or respond to threats, including the advising of key staff; and ◦ procedures to assess the adequacy of response to incidents after the incident to ensure continuous improvement in incident management. • Seek to establish a relationship with your local police. • Comply with State and Territory regulations in relation to the transportation of dangerous goods. • BIC Members maintain normal vigilance. • Encourage on going 'security threat' reporting by employees. • Liaison with Federal and State agencies.

THREAT CONDITION	Preventative Measures
<p data-bbox="197 319 397 364">MEDIUM</p> <p data-bbox="104 472 486 617">Medium Risk of terrorist attack in Australia.</p>	<p data-bbox="512 259 942 290">POSSIBLE FACILITY MEASURES</p> <ul data-bbox="512 306 1395 1189" style="list-style-type: none"> • Ensure all staff are aware the alert level has increased and to be vigilant for the following threats: <ul data-bbox="551 375 1395 513" style="list-style-type: none"> ◦ Suspicious items (eg it is secured to a part of the facility and has visible wiring or power sources); ◦ Unattended suspicious vehicles; and ◦ Persons acting suspiciously. • In the case of public facilities, ensure processes for evacuation and containment of these facilities are documented and responsibilities of individual staff clearly understood and if practicable tested. • All non-public areas to be locked and sealed in such a way as unauthorised entry is apparent. • Review the following practices, conduct a risk assessment and implement measures to treat unacceptable risks: <ul data-bbox="551 779 1341 886" style="list-style-type: none"> ◦ frequency of rubbish clearance from litter bins; ◦ procedures for handling unclaimed or unattended luggage; and ◦ provision of luggage lockers. • Where CCTV is installed, monitor in accordance with facility operating procedures. • Review parking regime adjacent to the facility. • Provide the public with any information that would strengthen its ability to act appropriately. • All doors and windows offering access to offices, crew rooms, equipment boxes storage bins and cupboards to be locked when not in use and keys to be controlled. <p data-bbox="512 1224 939 1255">POSSIBLE VEHICLE MEASURES</p> <ul data-bbox="512 1272 1395 1728" style="list-style-type: none"> • Conduct a visual inspection of the vehicle prior to the commencement of service. • Overnighting or unattended vehicles or vessels to be secured in facilities which are appropriately illuminated. • Reinforce with employees the importance of adopting sensible security for themselves and their vehicles at all including: <ul data-bbox="551 1493 1395 1728" style="list-style-type: none"> ◦ Be alert for surroundings, including any vehicles which appear to be following the load – report any suspicious activity; ◦ Minimise the number of stops; ◦ Communicate on a regular, scheduled timetable with base and ensure there is a means of communication with a base or emergency response; and ◦ Keep doors locked while the vehicle is between scheduled halts. <p data-bbox="512 1742 1213 1773">(In addition to the actions in the previous Threat Condition)</p> <ul data-bbox="512 1788 1171 1819" style="list-style-type: none"> • Consider increased positioning reporting of vehicles.

<p style="text-align: center;">THREAT CONDITION</p>	<p style="text-align: center;">Preventative Measures</p>
<p style="text-align: center;">HIGH</p> <p style="text-align: center;">High Risk of terrorist attack in Australia.</p>	<p>POSSIBLE FACILITY MEASURES</p> <ul style="list-style-type: none"> • Ensure only fare paying passengers luggage is stored in vehicle. • Regular public announcements to be made reminding the public to not leave items unattended and report suspicious packages or activity to facility management, or the police if the facility management is not locatable. • Staff to check facility for suspicious items at least once a day. • Staff to check publicly accessible areas of high passenger movement at least once a day and such inspections to be logged with time, person and results of search (management to confirm daily that this requirement has been met). • Remove all litter bins and post boxes from high density public transit facilities. • Luggage lockers to be removed from public areas. • Discuss with Police increasing uniformed presence at key transport hubs. • Arrange with police a more rigorous parking enforcement regime outside concourse areas. <p>POSSIBLE VEHICLE MEASURES</p> <ul style="list-style-type: none"> • An inspection of the publicly accessible parts of the vehicle to be carried out whenever the vehicle has emptied of passengers (at the end of a run or termination of a service) and when the vehicle is entering service for the purpose of discovering unauthorised or suspicious parcels. Inspection to be logged with the time, date and person who carried it out. Vehicle secured when not in use. • Overnighting or unattended vehicles or vessels stored in secure facilities which are appropriately illuminated and periodically patrolled (and/or subject to CCTV monitoring). • Coaches and those vehicles which mix cargo and passengers to ensure that all cargo carriage is authorised (official documentation listing the number and description of cargo matches what is loaded). <p>(In addition to the Actions in the previous Threat Condition)</p> <ul style="list-style-type: none"> • Consider increased public safety and security announcements at the beginning of all trips, in boarding areas. • BIC members increase reporting and vigilance on critical infrastructure. • Increased frequency of positioning reports. • Initiate immediate 'exception' reporting for unaccounted dispatched vehicles.

<p>THREAT CONDITION</p>	<p>Preventative Measures</p>
<p>EXTREME</p> <p>Terrorist attack is imminent or has occurred.</p>	<p>POSSIBLE FACILITY MEASURES</p> <ul style="list-style-type: none"> • Luggage only to be accepted from persons who have shown photographic identity and had details of identity recorded. • Alert all staff to the increase in the alert level and advise them of any increased measures to be adopted. • 24 hour guarding and patrolling of critical infrastructure including active challenging and identity establishment of those inside or approaching the facility • Consider whether services should be reduced. • Where possible close all public car parks in the vicinity of transport hubs, limit any deliveries (except those expected AND associated with emergency maintenance) to off peak or out of hours – close, guard and block off delivery bays at other times. • Remove litter bins and places to conceal devices. • Facility staff to be tasked to continually check all publicly accessible parts of the system for suspicious activity or unattended items. • Liaise with police to increase visible police presence at transit hubs and on vehicles. • Discuss with police and road authorities blocking parking access for the public in front of transit hubs especially where there are large volumes of commuters (critical transport hubs). • Remove all post boxes or other structures which could conceal improvised explosive devices. • Increase patrolling over and above the High levels using uniformed and non uniformed security. • Increase CCTV coverage by increasing the staffing of facilities with CCTV screens to enable greater assessment of CCTV images. <p>(In addition to the Actions in the previous Threat Condition)</p> <ul style="list-style-type: none"> • Consider increased position reports. • Consider use of small ‘convoys’ as a deterrent and to provide mutual support. • Consider alternate routes from vulnerable or threatened locations. • Consider re-location of some boarding stops and destination facilities away from threatened locations, symbolic or icon destinations, major government facilities.

Trauma Counselling & Assistance for Staff, Passengers and Relatives

- **Assistance to Passengers and Staff**

Surprisingly, 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.

- 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, ensuring immediate medical care and assessment, basic comforts of shelter, food and drink, communication with families and, where appropriate, accommodation. 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.
- 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/all 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.

- **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 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. 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.

Media Management

- If the incident is serious and major you may need to consider your media professionals who manage media relations for you (see Appendix 4 for Contact Points on page 34). If you choose to do this, involve the media representative as part of the Major Incident Management Team.
- 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 accidents and incidents may be sensationalised through visual images and raising questions of blame in the absence of information and interest from the operator. 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 being interviewed, the Spokesperson should prepare their key messages beforehand to ensure that they are used several times 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, 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 is important. 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. A sample media release is included on page 29.

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.
3. Never play down the problem.
4. Provide information and details as it becomes available, the sooner the media have all the facts the sooner the story will pass.
5. Confine yourself to the known facts, be truthful objective and complete.
6. Any statements should avoid placing blame.
7. Communicate concern. Statements should be issued quickly and promptly as information comes to hand.
8. Never release information that violates individual privacy.
9. Never make "off the record" comments.

10. Never play favourites among the media.
11. Never release information that is not been authorised for release by your company's Incident Manager and by the Emergency Services Officer in charge.
12. 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. State Associations contact details are on page 6.

Learning from Experience and Returning to Normal Operations

- Operational Debriefing.

An operational debriefing is a discussion of all staff involved in an incident when the incident is over 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, the areas to improve on 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.

It might also be considered to hold 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.

- 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 passenger in the short term after the incident.

- 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.

SAMPLE MEDIA RELEASE

The Company Spokesperson should work with the media by providing information in the form of written media releases, statement 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. Appropriate training to this effect should be provided. Where possible they should be informed of the time this 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:

- 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 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, if possible you have several others review it, including your legal advisors and where possible, another member of your operations team. A sample media release follows:

SAMPLE MEDIA RELEASE

Local Buslines

1 Main St
Anytown, NSW 2345

MEDIA RELEASE

25 February 2004

Girl injured in Anytown bus accident

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

The accident 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 all everyone involved in this morning's incident, and will be doing whatever possible to assist all these people." 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."

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

Appendix 1

Accident / 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.

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 your Psychological Services Provider on (1800 666 866).
- 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 with staff and passenger lists 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.
 - 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.
 - Booking organisation/agent/school/next of kin. In the case of a major vehicle accident police may assist.

Begin to provide practical support driver/crew:

- New driver/crew
 - Organize vehicle/property recovery
 - Organize alternative arrangement i.e. route, itinerary, meals, refreshments etc
 - Maintain regular contact with driver/crew or Site Manager

Follow-up requests, provide feedback what has been/is being done:

- Enquire how driver/crew and passengers are coping
- Do they require anything?
- Liaise and co-operate with emergency services
- Record details of events/communications in Incident Activity Log
- Inform insurer and legal adviser

Major accident / 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, i.e.

- Letter or fax
- 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
- Review response and review and/or improve Major incident management

Liaise with your psychological services provider re:

- Counseling
- Specific management strategies, specific needs
- Return-to-work of driver/crew
- Passenger/next of kin support/counselling.

Appendix 2

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

Completed: Bill Jones

Location: Small Town

DATE	TIME	ACTIVITY	DETAILS
1/5/2003	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 Identify self to senior police person	
		Spoke to John Driver	Obviously shocked. Replacement driver required. Reassurance provided.
		Spoke to Jack Owner	Request immediate replacement driver and alternative vehicle
	10.05am	Spoke to passengers on vehicle	Three obviously distressed

Appendix 3

Preferred Provider of Psychological Services

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 1800 666 866 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 Accident / Incident Debriefing as soon as is appropriate.

How to Refer to and Work with the Psychological Services Provider

The Incident Manager or Site Manager should contact a 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 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. Provide a 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 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 thus 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 the Psychologist with:

1. An overview and update on the incident
2. Introduce to other key managers and staff
3. Provide the psychologist with a list of staff and passengers involved and their contact number
4. 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 the 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 counseling for staff and passengers.

It is common for basic, Trauma/Major Accident / 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 4

Public Relations Institute of Australia (PRIA) Contact Details

The Public Relations Institute of Australia is the industry association for PR professionals. Your local branch (listed below) is not able to provide media management directly, but can steer you in the direction of a suitable consultant. It is important to check a firm's capacity to provide suitable services and enter into a service agreement as part of your Major Incident Management preparation.

State and Territory PRIA Branches

<p>AUSTRALIAN CAPITAL TERRITORY</p> <p>Julie Morris</p> <p>GPO Box 104 Canberra ACT 2601 Telephone: (02) 6260 5455 Fax: (02) 6282 7191 Email: cec@goldweb.com.au</p>	<p>TASMANIA</p> <p>Becher Townshend</p> <p>GPO Box 163 Hobart TAS 7001 Telephone: (03) 6223 3333 Fax: (03) 6223 2299 Email: pria@beyondpr.com.au</p>
<p>NEW SOUTH WALES</p> <p>Lisa Handley</p> <p>PO Box R629 Royal Exchange NSW 1225 Telephone: (02) 9247 6944 Fax: (02) 9247 6964 Email: nsw@pria.com.au</p>	<p>VICTORIA</p> <p>Libby Crosthwaite</p> <p>PO Box 7718, St Kilda Road Melbourne VIC 8004 Telephone: (03) 9529 7133 Fax: (03) 9529 7144 Email: vic@pria.com.au</p>
<p>NORTHERN TERRITORY</p> <p>Jane Munday MPRIA</p> <p>c/o Office of Territory Development GPO Box 4000 Darwin NT 0801 Telephone: (08) 8946 9544 Fax: (08) 8946 9556 Email: jane.munday@nt.gov.au</p>	<p>WESTERN AUSTRALIA</p> <p>Jodi Brauer</p> <p>PO Box 244 North Perth WA 6906 Telephone: (08) 9328 2577 Fax: (08) 9228 9199 Email: priaawa@bigpond.com</p>
<p>QUEENSLAND</p> <p>Lorelei Broadbent</p> <p>PO Box 1407 Carindale QLD 4152 Telephone: (07) 3211 4691 Fax: (07) 3211 4900 Email: priaqld@powerup.com.au</p>	<p>SOUTH AUSTRALIA</p> <p>Peter Caracoussis</p> <p>c/o CP & A Consulting Pty Ltd GPO Box 957 Adelaide SA 5001 Telephone: (08) 8221 6555 Fax: (08) 8221 6900 Email: pria@cpaconsult.com.au</p>

Appendix 5

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@nationalsecurity.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

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.

Emergency Services 000

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

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.

