

**Reform of the Disability Standards for Accessible Public Transport
Consultation Regulation Impact Statement**

SUBMISSION



30 APRIL 2021



Contents

Purpose of this submission.....	9
General Comments.....	9
Chapter 4 Staff Training and Communication	10
Questions for providers and operators of public transport	10
1. Which option do you prefer: regulatory, non-regulatory or status quo?	10
2. What disability awareness training do you provide to frontline and back of house staff?	10
3. What processes are in place to ensure staff interacting with the public are aware of the needs of people with disability and transport accessibility?	10
4. What processes are in place to make sure staff involved in design, policy and procurement undergo disability awareness or transport accessibility awareness training?.....	11
5. Can you provide any details concerning costs incurred and time taken by staff to undergo current disability awareness training you have in place?	11
6. If staff disability awareness training was mandatory:.....	11
7. Are there examples of improved accessibility or improved customer service interactions as a result of recently implemented training programs or well-trained staff?	12
8. Are there any cases of complaints or other impacts on people with disability that you are aware of relating to staff training?.....	12
Chapter 5 Mobility Aid Safety	13
Questions for operators and providers of public transport	13
9. Which option do you prefer: regulatory, non-regulatory or status quo?	13
0. What has been your experience in facilitating travel of mobility devices and carers for people using a device on the network?	14
1. What mobility device restraining systems are used on your public transport conveyances?	14
2. How have these mobility device restraining systems affected the safe travel of people with disability?	14
3. What data do you have on utilisation of restraining systems by people with disability when onboard?	14
4. What technical barriers or difficulties do you experience in implementing solutions which prevent tipping of mobility devices in both existing and new fleet?	15
5. What are the barriers, operational costs and other considerations that may arise if staff are required to assist customers in utilising an active restraint system?	15
6. What alternative mitigations have you implemented to address the risks associated with mobility aids tipping or sliding out of allocated spaces while in transit?	16
7. Have mobility device users on your public transport conveyances had accidents where the device has slipped or toppled over?	16

Chapter 6 Priority Seating	17
Questions for providers and operators of public transport	17
18. Which option do you prefer: regulatory, non-regulatory or status quo?	17
19. How many priority seats are provided on your conveyances?	17
20. If you have or were to install additional priority seats, what upfront and ongoing costs associated would you incur?	18
21. What challenges would you face if the Transport Standards made it mandatory for upholstery or material (colour/luminance) of priority seats to contrast with regular passenger seating?	18
22. How do you address circumstances where an individual refuses to vacate a priority seat for a person with a disability?	18
Chapter 7 Allocated Spaces in Transit	19
Questions for providers and operators of public transport	19
23. Which option do you prefer: regulatory, non-regulatory or status quo?	19
24. Given the current requirements for allocated spaces what is your experience in the customer use of these facilities?	20
25. How would operators and providers be impacted if the Transport Standards made it mandatory for access paths that lead to allocated spaces to be free of obstruction by protruding objects, for allocated spaces to be clustered close to door vestibules or passenger areas and to accommodate larger mobility aids?	20
26. What upfront and ongoing costs would you incur if these changes became mandatory?	20
27. How do you address circumstances where an individual refuses to vacate an allocated seat for a person with a disability?	20
Chapter 8 Digital Information Screens	22
Questions for providers and operators of public transport	22
28. Which option do you prefer: regulatory, non-regulatory or status quo?	22
29. What are the benefits for operators and providers associated with installing digital displays with functional requirements which are user friendly for people with disability?	22
30. What are the barriers associated with installing digital displays to meet the needs of people with disability?	22
31. With rapid changes in digital screen technology, what are the potential barriers in adopting the prescriptive regulatory requirements proposed that may inhibit implementation of future innovative digital screen solutions?	23
Chapter 9 Lifts	24
Questions for providers and operators of public transport	24
32. Which option do you prefer: regulatory, non-regulatory or status quo?	24
33. When lifts are installed what are some of the key considerations to determine the most appropriate product?	24

34. What are the impacts of harmonising the Transport Standards lift requirements with those of the NCC/Premises Standards?	24
35. If the Transport Standards lift requirements are updated to align with NCC/Premises Standards requirements, what upfront and ongoing extra costs are likely to be incurred to meet these new requirements?	24
36. If lifts are required to be updated to align with NCC/Premises Standards, how long will a lift be out of service?	24
37. Do contractual lift maintenance and repair timeframes stress the fastest possible return to service?	24
38. How can down times for lift maintenance and repairs be made equivalent in metropolitan and regional areas?	24
39. What is the average response time for breakdown or entrapment in regional areas?	24
Chapter 10 Website Accessibility	25
Questions for providers and operators of public transport	25
40. Which option do you prefer: regulatory, non-regulatory or status quo?	25
41. Do your websites with information on public transport services meet website accessibility requirements as prescribed under Web Content Accessibility Guidelines (WCAG) version 2.0 AA?	25
42. How do the current website accessibility requirements meet the needs of people with disability?	26
43. If the current website does not meet the AA requirements, what upfront and ongoing costs would you incur to meet the requirements?	26
44. If your websites were required to meet WCAG 2.1 AA requirements, what upfront and ongoing costs would you incur to meet the requirements?	26
Chapter 11 Communication during Service Disruption	27
Questions for providers and operators of public transport	27
45. Which option do you prefer: regulatory, non-regulatory option 1, non-regulatory option 2 or status quo?	27
46. What feedback have you received from people with disability regarding communication methods in planned and unplanned disruptions?	28
47. What types of communication do you use to communicate with people with disability regarding planned and unplanned transport disruptions?	29
48. What additional costs have you incurred when applying and trialling additional communication methods as part of planned and unplanned disruptions?	30
49. How do your communication methods that you use or have trialled impact people with disability?	30
50. How can communication be improved during planned and unplanned disruptions?	30
51. What barriers do you face to improving communication during planned and unplanned disruptions?	30

Chapter 12 Gangways	32
Questions for providers and operators of public transport	32
Chapter 13 Assistance Animal Toileting Facilities	33
Questions for providers and operators of public transport	33
52. Which option do you prefer: regulatory, non-regulatory or status quo?	33
53. What considerations do you currently make for people travelling with an assistance animal on public transport?	33
54. What (if any) assistance animal toileting areas have you constructed on your public transport network or facilities?	33
55. What designs did you consider and what were the deciding factors that led you to your final design?	33
56. What features are available to users within or immediately outside the area?	33
57. What materials did you use for the construction of the area/s? To what extent did the locations/environments where the area/s were constructed determine the type of materials used?	34
58. What was the cost (or foreseeable cost) to construct the area/s?	34
59. What is the cost (or foreseeable cost) to maintain and clean the area/s?	34
Chapter 14 Emergency Egress	35
Questions for providers and operators of public transport	35
60. Which option do you prefer: regulatory, non-regulatory or status quo?	35
61. How can emergency egress be accommodated through the use of the existing provisions of access paths?	35
62. How do you currently accommodate and design for emergency situations at public transport sites (trams and bus stops), for example signage with emergency egress options?	35
63. What are your policies and procedures in place for emergency situations?	35
64. How do you manage emergency evacuation incidents at your public transport infrastructure sites? 36	
65. What are the complexities and additional costs in being able to provide emergency egress at public transport sites which are not covered by the Premises Standards?	36
Questions for access industry professionals	36
66. Which option do you prefer: regulatory, non-regulatory or status quo?	36
67. How can emergency egress be accommodated through the use of the existing provisions of access paths?	36
68. What considerations are important to achieve successful emergency egress for people with disability at public transport infrastructure such as bus stops and tram stops?	37
69. Are there best practice examples in achieving successful emergency egress for people with disability? Can you give examples?	37

70.	What are the known gaps in achieving successful emergency egress for people with disability?	37
71.	What are foreseeable barriers or difficulties in trying to adopt egress requirements for people with disability at public transport infrastructure sites?	37
Chapter 15 Fit for Purpose Accessways		38
Questions for providers and operators of public transport		38
72.	Which option do you prefer: regulatory, non-regulatory or status quo?	38
73.	Where stairs and ramps are co-located, what have been the observed customer behaviour or feedback that has been received about their functionality?	38
74.	How are accessways at public transport sites designed in to ensure direct / straight navigation that is safe and provides timely egress of passengers at all times ('fit for purpose')?	38
75.	How would you improve accessways at public transport sites so that they are 'fit for purpose'?	38
Chapter 16 Wayfinding		39
Questions for providers and operators of public transport		39
76.	Which option do you prefer: regulatory, non-regulatory or status quo?	39
77.	How successful is the Transport Standards in providing enough information to designers and planners to assist in providing good wayfinding?	39
78.	What do you see are the features of good wayfinding approaches to public transport sites?	39
79.	What are the impacts of working with people with disability to develop wayfinding approaches?	40
80.	What are the issues public transport operators and providers face when trying to implement good wayfinding strategies?	40
81.	If the following proposed new requirements are adopted in the Transport Standards, what do you see are the upfront and ongoing costs compared with meeting existing requirements?	40
Chapter 17 Tactile Ground Surface Indicators		41
Questions for providers and operators of public transport		41
82.	Which option do you prefer: regulatory, non-regulatory or status quo?	41
83.	What policies or guidelines are in place for the installation of directional TGSIs in and around public transport sites?	41
84.	How do you apply the requirements for directional tactiles?	41
85.	What data do you collect relating to complaints, the incidents of slips, trips and falls and the extent to which they are attributed to the lack of or placement of TGSIs?	41
87.	If AS1428.4.1:2009, Standards Australia's most recent requirements for TGSIs are adopted, what are the upfront and ongoing costs associated with meeting these new requirements, especially in relation to the application of directional TGSIs?	42

88. What other wayfinding tools and cues do you currently implement for people with vision impairment?.....	42
Questions for access industry professionals	42
89. Which option do you prefer: regulatory, non-regulatory or status quo?	42
90. How will meeting the requirements of AS1428.4.1:2009 affect the disability community?....	42
91. What are the barriers in trying to adopt requirements for tactiles, including directional tactiles in transport precincts?.....	42
Chapter 18 Passenger Loading Areas	43
Questions for providers and operators of public transport	43
92. Which option do you prefer: regulatory, non-regulatory or status quo?	43
93. What considerations do you currently make when designing passenger loading facilities? ...	43
94. If passenger loading can only be provided on one side of a public transport premises or infrastructure, what is the impact on passengers?	43
95. In the circumstances where passenger loading can only be provided on one side, what are the reasons why?.....	43
96. Bearing in mind the various national, state and local government guidelines on the layout of taxi ranks and passenger loading zones, what is the optimum layout of a taxi rank or passenger loading zone?	43
97. How successful are AS2890.6-2009 and AS2890.5-2020 in providing good templates for the design of accessible taxi ranks and passenger loading bays?	43
98. What costs would you see associated with ensuring that the Transport Standards requires all taxi ranks and passenger loading zones at public transport premises and infrastructure to be accessible?	43
Chapter 19 Provision of information in multiple forms	44
Questions for providers and operators of public transport	44
99. Which option do you prefer: regulatory, non-regulatory or status quo?	44
References to Australian Standards Amendments	46
104. Do you support the changes to the references to Australian Standards?	46
105. If not, which changes do you not support and why?	46
106. Do you find domed buttons at the end of a staircase to be helpful as a warning indicator?	46
107. Would it be helpful if section 21.2 (Controls – passenger-operated devices for opening and closing doors) and section 21.3 (Controls – location of passenger operated controls for opening and locking doors) in the Transport Standards are consolidated as a single provision?	46
Appendix A	47
Appendix B.....	54
Appendix C.....	64

Bus Industry Confederation

Appendix D	69
Appendix E	80

Purpose of this submission

The purpose of this submission is to provide responses to the Disability Standards for Accessible Public Transport: Consultation Regulation Impact Statement, February 2021.

Queries or feedback relating to this submission can be directed to Madonna Woodhead, National Operations Manager – Bus Industry Confederation. Enquiries relating to this submission can be directed to: admin@bic.asn.au, 02 6247 5990.

General Comments

1. The Australian bus and coach sectors are one of the most highly regulated in the heavy vehicle industry. Generally, this regulation occurs via state-based transport legislation and operational contracts.
2. As all route, and the vast majority of school and replacement bus operations are in one form or another contracted by the respective state governments, there are specific contract requirements that operators must comply with and hence some of the responses provided in the following are limited due to these existing contractual arrangements.

For example:

- the majority of new buses are purchased under government procurement contracts or contracts developed by large corporations and DDA compliance is part of that procurement process. Therefore, individual bus operators have limited control over bus specifications
 - most state jurisdictions either operate or are creating, centralised passenger information systems therefore, individual bus operators are just users of such systems and hence have limited control over the specifications of any such systems.
3. As all route, and the vast majority of school and replacement bus operations are in one form or another contracted by the respective state governments, the BAN believes that any proposed changes or additions to the DDA need to first recognise exiting state-based operational contract requirements in order to avoid duplicating existing requirements or introducing new requirements for the same subject matter.

As an example, the RIS chapter 4 sets out proposed DDA additions in relation to staff training and communication, and as detailed in our response to this chapter, there are existing and detailed staff training and communication requirements at a state operational level and the existence of these need to be both recognised and considered.

4. The BIC is active on the NATT Working Groups, and the subject matter contained within a number of the chapters in the RIS have been reviewed by these Working Groups. In these instances, the BIC has offered detailed response to the RIS questions that align with what has already been agreed via the Working Group processes.

Chapter 4 Staff Training and Communication

Questions for providers and operators of public transport

1. Which option do you prefer: regulatory, non-regulatory or status quo?

The BAN supports **status quo** with the following non-regulatory inclusions:

- To conduct tailored training to meet the specific roles and responsibilities of staff, for example, customer service, bus drivers, policy, and procurement.
- To conduct a training refresher, which could consider complaints by people with disability.
- Such training to be provided to front line and back of house staff as per established practices. Appendix A is an example of an Accessible Access Plan from a larger bus operator (such documents are openly available on the web) which includes details on current staff training requirements for disability awareness, and the correct use of buses and their features.

2. What disability awareness training do you provide to frontline and back of house staff?

It is up to the individual operator to develop and maintain disability awareness training as each operator around Australia would have a range of training programs. These operators also have to comply to the conditions that are contained within their respective operational commercial contracts. The BAN has provided the following advisories as support documents for training programs.

- National Industrial Relations & Workplace Health & Safety Guide
[\[http://ozebus.com.au/LiteratureRetrieve.aspx?ID=110843\]](http://ozebus.com.au/LiteratureRetrieve.aspx?ID=110843)
- Accessible Transport Standards - Operator Guidelines
[\[http://ozebus.com.au/LiteratureRetrieve.aspx?ID=113395\]](http://ozebus.com.au/LiteratureRetrieve.aspx?ID=113395)

All route, school and replacement bus operations are in one form or another contracted by the respective state governments and there are specific contract requirements that operators have to comply with in regard to training of staff.

3. What processes are in place to ensure staff interacting with the public are aware of the needs of people with disability and transport accessibility?

It is up to the individual operator to ensure enforcement of their designed protocols and applicable interaction with people with disability and their access. Typical practice of most (if not all) bus operators, is to provide a system that formally captures customer complaints thereby enabling awareness training or correction of the protocols.

Any operator providing a government contracted service, which is the majority of the industry, is required as part of contract compliance to have a reportable customer complaints system.

4. What processes are in place to make sure staff involved in design, policy and procurement undergo disability awareness or transport accessibility awareness training?

Buses are purchased under government procurement contracts or contracts developed by large corporations and DDA compliance is part of that procurement process. The BIC provides industry with compliance guidelines as per the following and this will be updated once the DDA review process is completed:

- Accessible Transport Standards - Operator Guidelines
[\[http://ozebus.com.au/LiteratureRetrieve.aspx?ID=113395\]](http://ozebus.com.au/LiteratureRetrieve.aspx?ID=113395)

5. Can you provide any details concerning costs incurred and time taken by staff to undergo current disability awareness training you have in place?

As all route, school and replacement bus operations are in one form or another contracted by the respective state governments, there are specific contract requirements that operators must comply with regarding training of staff. Therefore, the costs for this are part of the respective contracts and hence not able to be provided in this response, however Appendix B provides an example of an operational contract for a city region and provides summaries of the training requirements in terms of disability awareness (p 175)

Extract from R6BSP Services Contract Transport for NSW on behalf of the State of New South Wales (TfNSW) Transit Systems West Pty Ltd (Operator):

Staff training and knowledge transfer

The following table identifies training and knowledge transfer roles and responsibilities.

Provide all customer facing Staff with passenger service training, in particular:

training with regard to requirements of passengers with disabilities or from culturally or linguistically diverse backgrounds; and

training with regard to the management of confrontation, difficult passengers and personal safety.

The corresponding Accessible Transport Plan from Transit Systems is provided as Appendix A which details a range of strategy and targets including staff awareness training. A second example is provided in Appendix C.

6. If staff disability awareness training was mandatory:

a) Would you be required to implement new training programs?

b) What costs would you incur?

Bus operators providing services under a government contract are required to develop and maintain training programs. Therefore, the BAN would not support a second tier requirement for training as this would create both duplication and unnecessary costs.

Refer to the response provided to question 5.

7. Are there examples of improved accessibility or improved customer service interactions as a result of recently implemented training programs or well-trained staff?

Bus operators providing services under a government contract are required to have a reportable customer complaints system. Under these contracts, operators have specific KPI's that they must meet regarding not only a minimum number of complaints, but also resolution and management of any complaints that do arise.

The BAN considers that citing specific examples of *improved customer service* interactions is not a useful measure as all operational contracts have specific KPI's in relation to handling and frequency of customer complaints. These KPI's are set by the respective state governments and operators must achieve the required good performances or they would be in breach of contract. Please refer to Appendix B as an example of such contract conditions.

8. Are there any cases of complaints or other impacts on people with disability that you are aware of relating to staff training?

The BAN cannot provide a response to such a specific question. However across the bus industry, the percentage of complaints from people with disability is extremely low and when such complaints do occur, operators, as part of their accreditation obligations, take whatever action is necessary to address these issues.

Chapter 5 Mobility Aid Safety

Questions for operators and providers of public transport

9. Which option do you prefer: regulatory, non-regulatory or status quo?

The BAN supports a regulatory option if the following amendments become part of any such regulatory framework.

Amendments to mobility aid in allocated space—Buses

- *An allocated space must contain movement of a mobility aid towards the front, rear and sides of a bus (excepted dedicated school bus).*
- *Forces experienced in buses resulting from tight turns, sudden acceleration or deceleration may occasionally cause the mobility aids of passengers riding in an allocated space to tip or slide. These tipping or sliding movements may be in any of four directions; towards the front, rear, wall side of the bus or towards the aisle. Passive restraints should be in place to contain these movements.*
- *Passive restraints include the vertical sides of a conveyance, or excursion barriers such as padded rails and vertical padded boards that act as passive restraints against tipping or sliding of a mobility aid towards the aisle, front or rear of the conveyance. Padding for seat back, handrails and partitions on buses should comply with the requirements of the relevant State technical specification.*
- *Passengers who choose to travel without restraint, and who can do so safely, should be permitted to do so. Active restraints would only be mandatory if other passengers were required to wear seat belts.*

Passive restraining systems

- *A passive restraining system contains movement of a wheelchair to within an allocated space. A vertical surface that restricts the movement of a wheelchair is an example of a passive restraint.*
- *An operator may rely on the sides of a conveyance, or a padded rail, to act as passive restraints against excessive sideways movement of a mobility aid. The allocated space could be located behind a bulkhead to prevent forward movement. The passive restraints bounding an area of this kind would then prevent a wheelchair from rolling or tipping.*
- *Among the many passive restraints that are or might be employed are side walls, wheel-arches, 'ironing boards', padded rear rails, fold-down aisle grabrails and static aisle-side rails or stanchions. Of critical importance for all of these restraints is that they do not compromise other DSAPT requirements such as access path width or manoeuvring space to allow turns into allocated spaces. Also, all Australia Design Rule requirements for passenger egress and emergency exit access must not be compromised by the use of fold-down aisle grabrails or static aisle-side rails or stanchions.*

10. What has been your experience in facilitating travel of mobility devices and carers for people using a device on the network?

Across the BAN the experience has been positive in terms of facilitating travel of mobility devices and carers via the use of low floor accessible buses on route services and where required providing either a specific service or additional vehicle to provide such services.

A general concern is the use of scooters on buses due to a range of issues including scooters having poor stability especially when passengers travel seated on a scooter, time taken to position the scooters and the floor space taken up by scooters which could inhibit access for a mobility device.

11. What mobility device restraining systems are used on your public transport conveyances?

A typical route-service bus is DDA compliant with 2 wheelchair spaces with partitions for containment and can include an ironing board. Some operators also opt to use tethers to resist rotation (but some jurisdictions do not use tethers due to concerns over emergency evacuation processes and timings due to the tethers). This design is basically the same across the whole of industry and it has proven to be effective for both customers and operators.

It should be noted that the amendments provided in response Question 9 demonstrates where the established bus design is over and above the current DDA requirements. Furthermore, the BAN is aware that Vic Roads is undertaking a review of restraints as a result of a fatality in that state, and we await the outcome of these reviews.

12. How have these mobility device restraining systems affected the safe travel of people with disability?

The current design of low floor accessible buses have been in use in Australia since the mid 1990's and over this length of time, the reported instances of passenger safety being compromised or at risk have been minimal. However, there has been a recent fatality of a person in a wheelchair in Victoria and the BAN is aware that Vic Roads is undertaking a review of wheelchair restraint and we look forward to reviewing the outcome of this review.

However, there is industry concern about mobility scooters using the accessible areas on buses and the recently developed Australian Standard SA TS 3695.3:2018 (Wheelchairs Requirements for designation of powered wheelchairs and mobility scooters for public transport and/or road-related area use), has, in the opinion of BIC, failed to address these concerns. The main issues being that scooters are inherently less stable than a wheelchair and if the passenger sits on the scooter whilst the bus is in motion, then a rollover can occur.

The other issue with scooters is that their weight, when combined with the rider, is unknown. The wheelchair ramps are limited to 300 kg (as per DDA and AS Standards), and an overweight scooter could lead to a ramp failure.

13. What data do you have on utilisation of restraining systems by people with disability when on-board?

The BAN is not aware of any specific capture system (or survey) that provides such information on restraint utilisation. It is possible that data may be captured as part of a customer complaints system processes under the state government-based contracts and such information may be available from the respective jurisdictions.

It is widely acknowledged in the bus industry (through reports by drivers) that accessible areas are frequently used by persons boarding with children in prams and or shopping type carts. The BAN sees this as a positive use of these areas in addition to people with disability.

14. What technical barriers or difficulties do you experience in implementing solutions which prevent tipping of mobility devices in both existing and new fleet?

The design of the accessible area in any low floor bus must meet not only the DDA requirements, but also allow the space to be safely used by all passengers (in terms of other passengers sitting or standing in these areas) as well as passengers traversing these areas, to enable access to other parts of the bus or for emergency egress. In this regard the open area required to allow for two accessible spaces also means that this *open area* cannot contain stanchions and or grab handles for use by able passengers.

It should also be noted that full compliance to AS/NZS ISO 10865.1-2015 is impossible on a bus with 2 adjacent wheelchair spaces as the AS/NZS ISO requires the use of a vertical stanchion placed beside the accessible space (this stanchion is intended to stop the tipping or rotation of devices) and the inclusion of this stanchion would inhibit access for a second device (this is not an issue in the EU, as only one space is required).

The other issue with the AS/NZS ISO is that it requires a larger allocated space of 830 x 1400 mm minimum (compared to 800 x 1300 mm) as this added space is required to allow access around the required vertical stanchion and protruding ironing board.

Given the above, the BAN is proposing the requirements as detailed in response to Question 9.

15. What are the barriers, operational costs and other considerations that may arise if staff are required to assist customers in utilising an active restraint system?

There are a number of barriers in relation to requiring bus drivers to assist customers in utilising active restraints and these are outline below.

- **Potential Driver Assault:** Driver security (drivers currently sit behind security screens) and in some instances, operators are open to assault if they exit their secure cabin.
- **Bus rollaway:** Whenever the driver is required to leave the driving position, there is a potential for an uncontrolled bus rollaway.
- **Emergency Evacuation:** Passenger care during a fire evacuation emergency in that someone would need to remove the active restraint system to allow the passenger to disembark the bus.
- **Dwell time:** Increased time at bus stops (causing back-up of other bus services).
- **Discrimination:** Passengers being singled out and treated differently as only the passenger in the accessible area would be utilising the active restraints (this is entirely different to the situation where, for example, a coach is fitted with seat belts and as such all passengers are using active restraints).
- **Potential Conflict:** What if the passenger using the accessible area refuses to be strapped in by the bus driver, what happens then?
- **Intrusion of Personal Space:** Physical touch interaction between the driver and passenger.

16. What alternative mitigations have you implemented to address the risks associated with mobility aids tipping or sliding out of allocated spaces while in transit?

The current design low floor accessible buses have been in use in Australia since the mid 1990's and includes:

- addition of Ironing boards
- rear modesty containment panels (these have not been used on all buses, but are seen as offering an improvement in safety, hence they are included in the response to Question 9)
- tethers (however this could interfere with fire evacuation procedures) and hence are not used in all states
- requesting that passengers with mobility aids back up against ironing boards and bulkheads so that they are protected from excessive forward g forces
- driver training/discipline (e.g., buses can be equipped with active G-force monitoring devices to record excessive braking or cornering).

17. Have mobility device users on your public transport conveyances had accidents where the device has slipped or toppled over?

Yes, this has occurred but extremely low reporting of such instances.

a) What methodologies have been implemented to minimise or reduce the likelihood of further incidents occurring?

Operators providing services under a government contract are required to report all safety related incidents and if passenger injury occurs, there are existing and formal investigation processes in each of the respective jurisdictions. Any on-bus incident where a passenger is injured must be reported and formally investigated. In the case of mobility devices slipping or tipping, such investigation has led to some states fitting items such as tethers and additional bulkheads.

The BAN is aware that Vic Roads is undertaking a review of wheelchair restraint and we look forward to reviewing the outcome of this review. Furthermore, our response to Question 9 sets out best industry practice to inhibit such incidents.

Chapter 6 Priority Seating

Questions for providers and operators of public transport

18. Which option do you prefer: regulatory, non-regulatory or status quo?

- a) For the number of priority seats in the regulatory option, do you prefer: option 1, option 2, option 3 or option 4?

The BIC supports Option 3 but only if the following updated amendments to become part of the non-regulatory framework.

Performance based and advisory elements to be inserted in the DSAPT Guidelines

The DSAPT Guidelines may contain:

1. *Identification of passengers eligible for priority seats.*

Operators or providers may choose to issue people eligible for priority seating with a form of identification. Passengers should not be obliged to participate in the identification regime and their eligibility for priority seating should not be affected by non-participation.

2. *Penalties for failing to vacate priority seats on request.*

State regulators may choose to issue penalties to passengers who refuse to vacate priority seats on operators' request.

3. *Use of folding seats in allocated spaces as priority seats.*

Operators may only use folding seats for priority seating in allocated spaces if:

- *the folding seats do not disadvantage passengers using mobility aids who require the use of allocated spaces.*
- *the minimum number of priority seats are provided as fixed seats elsewhere in the conveyance.*

19. How many priority seats are provided on your conveyances?

Typically, 6 to 8 priority seats, which is over and above the current DDA requirement and hence why the BAN supports the wording provided in response to Question 18.

- a) **Considering the current requirements for priority seating, what has been your experience in the use and availability of these seats?**

The priority seats are highly utilised by the elderly, tourists and general passengers with a preference for sitting closest to the driver for security and access to the front doors.

- b) **What is the impact of providing more than the required number of priority seats (more than 2 per conveyance)?**

The bus industry as noted in the answer to Question 18 already provides beyond the current standards.

20. If you have or were to install additional priority seats, what upfront and ongoing costs associated would you incur?

There is a percentage of bus operators that don't use coloured differential seat material but if they were to retrofit, the approximated market price for doing so is estimated at \$1,200 per bus.

a) How will this impact associated operational issues?

There is an added operational cost to using coloured differential seat material for priority seating which includes the need to stock multiple coloured spare seats and the reduced ability to interchange seats.

21. What challenges would you face if the Transport Standards made it mandatory for upholstery or material (colour/luminance) of priority seats to contrast with regular passenger seating?

a) What upfront or ongoing costs would you incur?

There is a percentage of bus operators that don't use coloured differential seat material but if they were to retrofit, the approximated market price for doing so is estimated at \$1,200 per bus.

Buses are purchased under government procurement contracts or contracts developed by large corporations and DDA compliance is part of that procurement process. Ongoing maintenance costs could be estimated at \$500 per bus per year.

b) What benefits would be achieved?

Any benefits would have already been realised as the vast majority of buses include the coloured upholstery.

22. How do you address circumstances where an individual refuses to vacate a priority seat for a person with a disability?

It is up to the individual operator to ensure enforcement of their designed protocols and appropriate interaction between the driver and the passenger and any intervention required by the driver.

Drivers are trained in conflict resolution with customers. Generally, bus drivers will request that an able-bodied passenger vacate the seat for a person with a disability. In the vast majority of cases, passengers accede to that request. Drivers are trained in conflict resolution and apply that training in circumstances where the passenger refuses the driver's request.

State Transit Authorities may provide on road support, for example in Queensland known as Senior Network Officers (SNO's) have been trained to use extended powers available under Transport Operations (Passenger Transport) Act 1994 and Transport Infrastructure Act 1994. As authorised officers, they enforce TransLink's conditions of travel for passengers on the network. Infringement notices, including fines, may be issued for public transport offences.

Chapter 7 Allocated Spaces in Transit

Questions for providers and operators of public transport

23. Which option do you prefer: regulatory, non-regulatory or status quo?

The BAN would be supportive a regulatory option, but as discussed in response to Question 23 a), none of the four options offered in the RIS are technically correct and hence all four are unacceptable to the BAN. See proposed alternate wording in the following.

a) For the regulatory option, which sub-option do you prefer: sub-option 1, sub-option 2, sub-option 3 or sub-option 4?

The BAN considers that none of 4 sub-options are completely correct as they do not correctly describe what can intrude into the vertical space.

- None of the options consider that the allocated spaces must be of a similar height to other seating positions in the bus (so to treat these seating positions the same as other seating positions), nor do they set standing access criterion.
- None of the options consider that the wall mounted fold up seats intrude into the vertical space as such spaces are able to be used for priority seating.
- Only option 4 notes that air-conditioning ducts will pass over the allocated space.
- Ironing boards are noted in Options 2 and 3, but both sub-options require that the ironing board complies to AS/NZS ISO 10865.1-2015. To comply with the AS/NZS ISO the bottom of the ironing board must be 375 mm away from the most forward wall of the space. This configuration would work with a space that is min 1400 mm in length (as required by the AS/NZS ISO) but having an ironing board intrude to this extent into a DDA complaint space that is 1300 mm long may mean that a wheelchair cannot physically manoeuvre into the space either side of the ironing board. Furthermore, one inward facing seat would be forfeited in each allocated space or two priority seating positions per bus. If spaces were extended to 1400 mm then four forward facing seating positions would likely be lost.
- AS/NZS ISO does not allow or consider inward facing seats.

The BIC, through the Mobility Working Group, suggests that the issue of vertical space be addressed via the following wording:

Vertical dimensions of access paths, manoeuvring areas and allocated spaces

Access paths, manoeuvring areas and allocated spaces in conveyances are three-dimensional spaces and must have a vertical dimension that extends unobstructed to the common ceiling or roof of the conveyance.

For buses, these vertical dimensions must comply with the headroom requirements and heights above seating positions as detailed in ADR 58/XX (noting that the allocated space is to be considered as a standard seating position when determining all heights).

This then requires that access paths are either 1650 or 1800 mm and that the A/C or luggage rack must be min 950mm above a standard seating position, so allocated space has same vertical heights as a standard

seating position.

24. Given the current requirements for allocated spaces what is your experience in the customer use of these facilities?

Accessible areas experience high frequency use by persons boarding with scooters or with prams plus passengers travelling in groups use these areas as do passengers wanting to be closer to the driver.

25. How would operators and providers be impacted if the Transport Standards made it mandatory for access paths that lead to allocated spaces to be free of obstruction by protruding objects, for allocated spaces to be clustered close to door vestibules or passenger areas and to accommodate larger mobility aids?

Buses are designed already for free access pathways to allocated spaces and via the Mobility Working Group, the BIC has already recommended the following wording changes to make this requirement clearer:

2.6 Access paths — conveyances

*(1) Subject to subsection (3) and section 2.7, an access path that allows continuous and unhindered passage must be provided with a minimum width of at least 850 mm. **For buses, the 850 mm width must be maintained in all locations along the swept path where the access path transitions from the front door to the longitudinal aisle.***

2.7 Minimum width between front wheel arches of bus

*Between the front wheel arches of a bus, the minimum width of an access path may be reduced to 750 mm between floor level and a height of 300 mm. **The front wheel arches of the bus being the area forward and rearward of the axle that contains the front road wheels plus any supporting chassis structure.***

The common bus design is that the spaces are at the front of the bus, just behind the front axle and near the front door. The reason for this being, but not limited to:

- this configuration provides a clear access path that is used by all passengers*
- access ramps need to be fitted to the front door of buses so that the driver can correctly locate the ramp against the pavement*
- it provides the driver clear vision of the ramp and the person utilising the ramp.*

26. What upfront and ongoing costs would you incur if these changes became mandatory? Not applicable. This is current industry practice.

27. How do you address circumstances where an individual refuses to vacate an allocated seat for a person with a disability?

It is up to the individual operator to ensure enforcement of their designed protocols and appropriate interaction between the driver and the passenger and any intervention required by the driver.

Bus Industry Confederation

Drivers are trained in conflict resolution with customers as is required by their respective operational contracts. Generally, bus drivers will request that an able-bodied passenger vacate the seat for a person with a disability. In the vast majority of cases, passengers accede to that request. Drivers are trained in conflict resolution and apply that training in circumstances where the passenger refuses the driver's request.

It is important to note that the driver has no police powers to order a passenger to relocate or enforce any intervention. An example protocol would be to not cause conflict rather request a passenger to move and avoiding conflict if they refuse, alerting the operational control centre and requesting police assistance if felt necessary. Generally, a polite request by the driver is all that can be achieved.

State transit authorities may have on road support, for example in Queensland known as SNOs have been trained to use extended powers available under Transport Operations (Passenger Transport) Act 1994 and Transport Infrastructure Act 1994. As authorised officers, they enforce TransLink's conditions of travel for passengers on the network. Infringement notices, including fines, may be issued for public transport offences.

Chapter 8 Digital Information Screens

Questions for providers and operators of public transport

28. Which option do you prefer: regulatory, non-regulatory or status quo?

The non-regulatory option is preferred, that is updating *The Whole Journey* to provide guidance on digital information screens and design considerations.

29. What are the benefits for operators and providers associated with installing digital displays with functional requirements which are user friendly for people with disability?

The BAN considers that a standard for digital displays is a useful addition, however the physical display signs are only part of the integrated passenger information system needed to control and operate any such signs. For example, for a bus or bus stop to have a digital display, the systems required to provide information to these signs include, at a minimum:

- GPS devices and associated vehicle tracking system
- on-time running systems
- live service scheduling
- data distribution, control, and live update systems.

These systems, in the main, are being superseded by personal smart device technology. Such systems also require centralised monitoring and control systems. Most of these types of systems are provided by the state-based transport agency and the operators are contracted to host the system on their buses.

However, the type of wording offered under the non-regulatory option where digital screens are installed, would be acceptable to the BAN conditional that it does not conflict with current contract requirements.

30. What are the barriers associated with installing digital displays to meet the needs of people with disability?

The specification for any such screens is not a barrier to installing the digital displays, the barrier is having the supporting systems to drive the screens. As stated in response to Question 29, it is the supporting live systems that are cost inhibitive.

- a) What are the upfront and ongoing costs associated with installing digital displays with functional requirements which are user friendly for people with disability?

As stated, the provision of digital signs which are user friendly for people with disability would be the aim of any integrated live passenger information system. Therefore, the costs associated with compliant signs is not a cost issue, it is the supporting system that requires large upfront and ongoing costs.

- b) How do you currently specify design outputs to meet the needs of people with disability for digital display systems within your current networks?

As screens are part of larger passenger information systems, the system specifications require compliance to the current DDA, plus where the DDA is not specific, issues such as luminance, glare and reflection, visibility and location, font and text type and scroll speed will be specified.

31. With rapid changes in digital screen technology, what are the potential barriers in adopting the prescriptive regulatory requirements proposed that may inhibit implementation of future innovative digital screen solutions?

Prescriptive regulatory requirements would inhibit innovation, but the wording offered in the RIS and provided below, is considered outcome based and would not inhibit innovation.

- Luminance – information provided on screens should consider contrast requirements of text and luminance of the screen.
- Glare – the location of digital information display screens should take into consideration environmental factors such as glare to ensure legibility of screens during different periods during the day. Design considerations of screen housings should minimise the impact of glare.
- Location – digital information display screens should consider the location where people are likely to wait for services or where they can be visible during transit in comfortable common viewing zones. Furthermore, they should consider the customer crowding levels expected at each location. Screens should be visible from nominated accessible boarding points and waiting areas.
- Font and typeface – similar to requirements for static signage, fonts and typeface should consider viewing distance and should be sans serif typeface. Outputs and design elements should consider colour vision deficiencies and reduced vision acuity requirements.
- Polarisation - displays should be readable in the designed orientation whilst wearing polarised eyeglasses.
- Scrolling requirements – to remain visible for 10 seconds unless it is for ticket validation purposes (existing requirement in Transport Standards).

Chapter 9 Lifts

Questions for providers and operators of public transport

These questions all relate to lift construct in transport buildings, and hence these questions are not applicable to conveyances.

32. Which option do you prefer: regulatory, non-regulatory or status quo?
33. When lifts are installed what are some of the key considerations to determine the most appropriate product?
 - a) Do you have current lift specifications or standard designs?
 - b) Which standard do you currently comply with?
34. What are the impacts of harmonising the Transport Standards lift requirements with those of the NCC/Premises Standards?
35. If the Transport Standards lift requirements are updated to align with NCC/Premises Standards requirements, what upfront and ongoing extra costs are likely to be incurred to meet these new requirements?
36. If lifts are required to be updated to align with NCC/Premises Standards, how long will a lift be out of service?
37. Do contractual lift maintenance and repair timeframes stress the fastest possible return to service?
38. How can down times for lift maintenance and repairs be made equivalent in metropolitan and regional areas?
 - a) Where equivalence cannot be obtained, what would be a reasonable compromise timeframe for regional areas?
39. What is the average response time for breakdown or entrapment in regional areas?

Chapter 10 Website Accessibility

Questions for providers and operators of public transport

40. Which option do you prefer: regulatory, non-regulatory or status quo?

a) For the regulatory option, do you prefer: sub-option 1, sub-option 2, sub-option 3 or sub-option 4?

All route, and the vast majority of school and replacement bus operations are in one form or another contracted by the respective state governments and under these arrangements the respective jurisdictions are moving towards centralised web-based information systems as opposed to operators providing company-based web pages. To help ensure consistency, the BAN would support the regulatory option given that the respective state jurisdictions agree with the standards set.

41. Do your websites with information on public transport services meet website accessibility requirements as prescribed under Web Content Accessibility Guidelines (WCAG) version 2.0 AA?

Public Transport agencies are the central conduit for public transport information and journey advice, including timetables. The websites for public transport agencies across Australia are typically compliant with WCAG version 2.0 AA.

A broad audit of bus operator compliance with WCAG version 2.0 AA has not been undertaken. From a transport operators' perspective, the level of compliance with the WCAG 2.0 would vary from fully compliant for a few operators, through to non-compliant for accessibility requirements for many operators, in particular smaller and regionally based operators. It should be noted that most operators have direct links on their websites to central agency timetabling and travel information.

a) What are the barriers and challenges with meeting website accessibility requirements?

For the majority of bus operators, the technical requirements associated with creating and maintaining a website are generally contracted to external companies. The complexity of existing websites ranges from simple static websites that provide basic information through to complex, interactive websites. To ensure that websites for each bus operator across Australia are WCAG Version 2.0 AA compliant, it will require the engagement of external expert resources to review and audit websites, updating websites as required to ensure compliance and in some circumstances will require the creation of a new website. The extent of this task will vary based on the size of the operator, as well as the need to upgrade websites to ensure connectivity with internal systems and external sites.

A review of online audit providers identifies that the initial audit fees for the review of existing websites range between \$3,000 (simple) to \$10,000 (complex). These audits identify the level of compliance of existing websites to WCAG Version 2.0 AA and identify actions needed to update the website to achieve compliance.

The cost of upgrading a website to ensure compliance with WCAG 2.0 AA will vary significantly across operators. Based on the short turn-around timeframes associated with this review process, it is very difficult to identify indicative costs to upgrade or rebuild websites.

42. How do the current website accessibility requirements meet the needs of people with disability?

- a) How could website accessibility be improved?
- b) What are the barriers to improving accessibility requirements for people with disability?
- c) What is the nature of feedback you receive from people with disability regarding website content?

The WCAG 2.0 AA does not directly set requirements for the relationship of webpages with mobile based information platforms. Although the document does provide guidance material to support the use of associated mobile platforms. This issue is currently being addressed by the review and update of WCAG. As significant engagement with customers on public transport is done through the mobile phone platform, it is important that there is an opportunity to develop a platform for operators to enable the use of the same systems to work across website and mobile user interfaces.

43. If the current website does not meet the AA requirements, what upfront and ongoing costs would you incur to meet the requirements?

Refer to response to question 40 a).

44. If your websites were required to meet WCAG 2.1 AA requirements, what upfront and ongoing costs would you incur to meet the requirements?

- a) What barriers or operational impracticalities will you face in meeting the requirements?

As noted above, there would be substantial costs to industry to initially undertake a detailed audit of their existing systems in line with WCAG 2.0 AAA. From this audit process, it would be possible to commence better understanding of the resource, time and financial cost of transitioning to WCAG 2.0 AAA.

Chapter 11 Communication during Service Disruption

Questions for providers and operators of public transport

45. Which option do you prefer: regulatory, non-regulatory option 1, non-regulatory option 2 or status quo?

As any such requirements would need to be included in the state based operational contracts, the BAN prefers non-regulatory Option 1. Such a guide could be used to assist in the development of the operational contract requirements.

The BAN does have an existing set of principals in regard to communication during planned and unplanned service disruptions which are detailed in the following.

Communications for planned and unplanned service disruptions is best coordinated through the central responsible agency to ensure consistency and timeliness of messaging to customers. There needs to be multiple communications formats to cater for the needs of all travellers and to align with the different modes of public transport. Transport operators have a responsibility to ensure information is conveyed as required, however this needs to be a coordinated and consistent process for planned and unplanned disruptions. A formal set of communications guidelines and protocols established and agreed across all stakeholders will support the ability to convey a consistent message to customers with a disability.

For customers with a disability this information is important as it will enable them to:

- plan their journey knowing the potential travel impacts
- undertake their journey
- change their journey options whilst undertake a trip as a result of network disruption.

Planned Disruptions

Communications success relates to:

- early engagement with the customer
- multiple formats, tailoring to transport mode
- targeted engagement with particular organisations that work with people with disability
- focusing messaging at the locations where disruption work is to be carried

out. Complaints relating to communications for planned disruptions include:

- poor coordination on site – unable to direct customer with accessibility issues to correct area
- poor coordination between modes for when customers required to transfer (bus / train)
- customer not being provide real time information of when next accessible vehicle was arriving
- communications channels not covering all user groups.

Unplanned disruptions

Unplanned disruptions are more difficult to coordinate and respond to from a customer communications perspective. The ability to engage customers with a disability becomes limited as unplanned disruptions are generally location or line specific and the cause and impact is difficult to ascertain in the early stages to provide detailed information to support alternative journey options.

Communications success relates to:

- rapid dissemination of information across multiple communications channels
- advising customers of the impact of disruption to current journey's
- identifying actions and alternative travel modes to customers
- keeping station staff / drivers updated so they can inform customers in real

time. Complaints regarding communications include:

- slow dissemination of real time journey information impacts
- limited communications channels and the ability to use in real time
- lack of timely information update to the customer
- poor alternative whole of journey information options.

Key existing communications issues identified:

- information needs to be made available across multiple channels to capture the communication needs of all users of the public transport network
- information needs to be timely and provide an actual message
- alternative options need to be made available and clear for users
- lack of real time in-vehicle information for customers.

46. What feedback have you received from people with disability regarding communication methods in planned and unplanned disruptions?

All route, school and replacement bus operations are in one form or another contracted by the respective state governments and under these arrangements the respective jurisdictions are moving towards centralised web-based information systems as opposed to operators providing company specific information on Communication during Service Disruptions.

This is also true for any feedback provided by all passengers and such centralised feedback systems consider all relevant feedback and act on this accordingly.

a) What key issues or themes can be identified?

The BAN is not able to provide such specific responses.

47. What types of communication do you use to communicate with people with disability regarding planned and unplanned transport disruptions?

Operators are required to provide up to date and accurate information to all passengers of any service disruptions and emergency situations. As most of the state transport agencies use centralised customer information systems, such as Transport Info (transportnsw.info), operators are required to feed information back through such systems.

However, within the route bus sector, for planned and unplanned communications, there have been a range of communications options identified and rolled out by operators and agencies. These include:

- in-vehicle audio announcements
- driver announcements
- in-vehicles passenger information screens
- in-vehicle messaging and information sheets
- messaging via apps
- notices at bus shelters/stops.

The biggest communications issue Industry faces relates to unplanned disruptions, in particular the ability to engage quickly and broadly with customers. Unplanned disruptions come in two typical areas for buses:

- bus delays due to breakdown or road network issues
- rail replacement work due to rail network disruptions.

For bus delays due directly to issues with the provision of bus services, in vehicle communications are very effective in engaging with customers. Drivers are able to provide up to date information generally relayed to them from the control centre. Updates to customers who use the service are typically managed through the central agency online and mobile systems. The ability to get data back to the central agency and have that information then related to customers through multiple channels is critical in ensuring an engaged customer.

Rail replacement services provide a different communications issue for buses engaged to provide a replacement service. As buses are typically contracted in to provide these replacement services, communications are usually coordinated through the rail company and the central agency. The bus company and the bus driver have very minimal contact with the customer even though they are providing the actual service. The ad hoc nature of the provision of these services has most likely led to the type of communications protocols and the way they are implemented.

Success Criteria

In vehicle communications is critical in the provision of bus services due to planned and unplanned disruptions. A mix of visual and audio communications channels need to be progressed, in particular to support the bus industry's involvement in supporting service provision during unplanned disruptions. Information to the customer needs to be clear and provide customers with alternative options to support them in completing their journey in a comfortable and timely way.

For planned disruptions, the greatest communications success is demonstrated when customers are engaged at the community level. Communication needs to allow for two way interaction to ensure equivalent transport solutions can be provided for all users during times of planned disruptions.

48. What additional costs have you incurred when applying and trialling additional communication methods as part of planned and unplanned disruptions?

The costs for providing additional communications cannot be isolated as such processes are required as part of the contracted operational requirements.

However, automated audio announcement systems are a simple add on to older vehicles in the fleet. Newer vehicles typically come with built in communications systems. The ability to connect this system with the control centre to provide automated messaging to passengers is a key issue that needs addressing. At present communications are typically related to the driver who passes the information on to the passengers.

The use of direct visual and audio messaging within a bus from a central control function is limited, although the technology exists to support a broader roll out. Bespoke systems are expensive when considering visual and audio messaging as stand-alone product offerings. The costs of these systems vary significantly and includes a capital and ongoing maintenance and service access costs.

At present, communications systems are typically the responsibility of the operator, however essential communications channels are managed by the relevant jurisdictional agencies. A lack of coordination of systems at the jurisdictional level often results in disparate and bespoke communication systems introduced at the operator level. To facilitate a long-term communications strategy, and to mitigate cost to agencies and operators, an agreed performance-based communications transition plan needs to be established and funded by agencies to support consistent customer communications across multiple channels and across all transport modes.

49. How do your communication methods that you use or have trialled impact people with disability?

Operators are required to publish their Accessible Action Plans on the web and two examples of this are:

- Appendix C, copy of the CDC Accessible Action Plan.
- an active web page example: <https://www.busways.com.au/nsw/travel-info/accessible-travel>

Operators are also required to seek feedback from passengers (normally via a form of annual survey) and any feedback would be considered as part of these processes.

50. How can communication be improved during planned and unplanned disruptions?

The BAN would seek feedback on this question from the RIS process itself, as this question relates to users of such systems. From an operator's perspective, improved communication for both planned and unplanned disruptions must be based on up to date and accurate information for all passengers.

51. What barriers do you face to improving communication during planned and unplanned disruptions?

All route, school and replacement bus operations are in one form or another contracted by the respective state governments and under these arrangements the respective jurisdictions are moving towards

Bus Industry Confederation

centralised web-based information systems as opposed to operators providing company specific information on Communication during Service Disruptions. Therefore, operators are required to work with these systems, but that is not to say that such systems are an impairment, just that any improvements in communication need to be via these centralised systems.

Chapter 12 Gangways

Questions for providers and operators of public transport

Not applicable to bus transport provision as gangways are only used on ferry services.

Chapter 13 Assistance Animal Toileting Facilities

Questions for providers and operators of public transport

52. Which option do you prefer: regulatory, non-regulatory or status quo?

The BAN would support the non-regulatory option as it provides information and standards that can be referenced but still allows flexibility to allow operators to provide best outcomes.

53. What considerations do you currently make for people travelling with an assistance animal on public transport?

Operators have policies in place for people travelling with an assistance animal, the following policy example is from Busways who operate bus service contracts for Transport for NSW in Western Sydney, the Central Coast and North Coast and the South Australian Public Transport Authority in Adelaide's Outer South. Their policy is:

- *Passengers who have a certified seeing or hearing guide dog, an assistance animal or a police dog are permitted on our buses with their animals at all times.*
- *To help our drivers differentiate between your assistance animal and a pet, please display your Assistance Animal Permit when boarding.*
- *Guide, hearing, police and security dogs do not require a permit.*
- *People with assistance animals are encouraged to sit in the priority seating area near the front of the bus to help keep the aisles clear for the safety of both their animal and other passengers.*
- *Assistance animals may travel for free, however owners are still required to have a valid pass or ticket for travel.*

54. What (if any) assistance animal toileting areas have you constructed on your public transport network or facilities?

As such facilities are part of major terminuses and transport hubs, the construction of such facilities is the undertaken by the respective state transport jurisdictions or local council jurisdiction if applicable (as some of the regional areas throughout Australia maybe responsible for these items in conjunction with their respective State Authorities).

55. What designs did you consider and what were the deciding factors that led you to your final design?

Refer to response to question 54.

56. What features are available to users within or immediately outside the area? Refer to response to question 54.

Bus Industry Confederation

57. What materials did you use for the construction of the area/s? To what extent did the locations/environments where the area/s were constructed determine the type of materials used?

Refer to response to question 54.

58. What was the cost (or foreseeable cost) to construct the area/s?

Refer to response to question 54.

59. What is the cost (or foreseeable cost) to maintain and clean the area/s? Refer to response to question 54.

Chapter 14 Emergency Egress

Questions for providers and operators of public transport

60. Which option do you prefer: regulatory, non-regulatory or status quo?

The BAN would support the non-regulatory option as it provides information and standards that can be referenced but still allows flexibility to allow operators to provide best outcomes.

61. How can emergency egress be accommodated through the use of the existing provisions of access paths?

The BAN wishes to raise our concerns with this question as it appears to assume that emergency egress has not been considered in existing access paths. Furthermore, on page 99 of the RIS the following statement is made:

In addition, the provision of safe egress is not well understood by operators, designers and people with disability.

The BAN seeks to understand what supports this statement in the RIS as a major part of providing public transport is the safe movement of the passengers and this includes emergency egress. See response to Question 64 where emergency egress from buses and coaches is dealt with in detail via the BIC Bus Fire Evacuation Protocols.

These protocols are not limited to the physical bus or coach. The protocols consider the safe deployment of all passengers away from the buses or coaches.

In relation to bus stops at which operators have control, the design, layout and location of these stops are subject to local traffic committees that are overseen by local councils and typically include input from local emergency response representatives. Therefore, emergency egress and importantly egress in relation to bus movements and accidents, is considered as part of this process.

62. How do you currently accommodate and design for emergency situations at public transport sites (trams and bus stops), for example signage with emergency egress options?

In relation to bus stops at which operators have control, the design, layout and location of these stops are subject to local traffic committees that are overseen by local councils and typically include input from local emergency response representatives. Therefore, emergency egress and importantly egress in relation to bus movements and accidents, is considered as part of this process.

63. What are your policies and procedures in place for emergency situations?

Operators are required to have detailed emergency policy and procedures, as such the BIC provides the following guides and protocol for operators to consider when developing their specific policies:

- BIC Incident Management Guide
http://bic.asn.au/literature_99011/Incident_Management_Guide
- BIC Pocket Incident Management Guide

<http://bic.asn.au/LiteratureRetrieve.aspx?ID=113420>

- The BIC also has a dedicated web page for its Bus Fire Evacuation Protocol, this includes step by step guides, training materials and for the safe evacuation of passengers including incidents at bus stops. There are specific guides for High Floor Bus or Coaches, Low Floor City Buses, School Buses and Special Needs School Buses.

<http://bic.asn.au/bus-fire-evac>

64. How do you manage emergency evacuation incidents at your public transport infrastructure sites?

Operators use company specific processes, but these are based on the following.

- as part of the state-based contract requirements and regulations, bus operators are required to meet specific accreditation schemes such as the NSW based bus operator accreditation scheme which includes an online training course at the University of Sydney.
<https://www.sydney.edu.au/business/our-research/institute-of-transport-and-logistics-studies/courses/bus-and-coach-operator-accreditation-scheme.html>.
- Part of this accreditation process is that operators must have Safety Management Systems (SMS) in place and Appendix E provides the RMS SMS guide for Bus and Coach Operators.

a) What lessons can be learnt from these experiences?

The BAN cannot provide details for such a specific question.

65. What are the complexities and additional costs in being able to provide emergency egress at public transport sites which are not covered by the Premises Standards?

The BAN cannot provide details for such a specific question and given the wide range of locations and whether such sites do or do not need changes to emergency egress requirements, we fail to see the relevance of costs that we can provide. But it needs to be noted that part of any SMS is to undertake regular reviews of site safety and this would include emergency egress.

Questions for access industry professionals

66. Which option do you prefer: regulatory, non-regulatory or status quo?

See response to question 61.

67. How can emergency egress be accommodated through the use of the existing provisions of access paths?

See response to question 61.

68. What considerations are important to achieve successful emergency egress for people with disability at public transport infrastructure such as bus stops and tram stops?

The BAN sees that there are specific considerations that apply to successful emergency egress for people with disabilities which include at least two accessible egress routes, and that paths of travel must consider people with mobility aids and vision impaired persons using a white cane or accompanied by an assistance animal.

69. Are there best practice examples in achieving successful emergency egress for people with disability? Can you give examples?

To source best practices, the BAN would refer to other associations such as:

<https://www.and.org.au/pages/evacuation-procedures.html>

70. What are the known gaps in achieving successful emergency egress for people with disability?

Public transport infrastructure such as bus stops and bus interchanges are generally owned and managed by local council or the relevant state transport agency. As such, bus operators have little control over emergency egress from public transport infrastructure. The BAN would support a program for state transport agencies, in consultation with local council and bus operators, to upgrade public transport infrastructure including bus stops, to improve emergency egress for customers with a disability.

71. What are foreseeable barriers or difficulties in trying to adopt egress requirements for people with disability at public transport infrastructure sites?

The BAN sees that if the proposed guidelines in the RIS are able to be followed, then barriers and difficulties should be able to be addressed, as these general processes are already existing in local traffic committees that assess bus stops:

- *Passengers should have at least two accessible egress routes that lead away from bus stops, bus interchanges, tram stops and other public transport facilities located within a road reserve. This is common sense and*
- *Consultation with local councils should be conducted, particularly where public transport infrastructure interfaces with council land.*
- *Co-design processes should be conducted to ensure that the needs of people with disability who may experience emergency situations have been considered.*
- *Emergency services such as fire and police should have management procedures in place to address emergency egress as transport operators or service providers do not take the lead in passenger evacuation during life threatening emergencies.*

Chapter 15 Fit for Purpose Accessways

Questions for providers and operators of public transport

72. Which option do you prefer: regulatory, non-regulatory or status quo?

The BAN would support the non-regulatory option as it provides information and standards that can be referenced but still allows flexibility to allow operators to provide best outcomes.

- a) For the 'access paths to be the principle pedestrian path of travel' regulatory options, do you prefer: option 1, option 2 or option 3?

Public transport infrastructure such as bus stops and bus interchanges are generally owned and managed by local council or the relevant state transport agency. As such, bus operators have little control over access (whether this be stairs or ramps) to and from premises and infrastructure. The BAN would support a program for state transport agencies, in consultation with local council and bus operators, to upgrade public transport infrastructure including bus stops, to improve accessways for customers with a disability.

- b) For the 'access paths to be kept clear at all times' regulatory options do you prefer: option 1, option 2 or option 3?

Noting that this issue is primarily the responsibility of local councils and state transport agencies, the BAN supports the principle that access paths are to be kept clear at all times.

73. Where stairs and ramps are co-located, what have been the observed customer behaviour or feedback that has been received about their functionality?

Refer to Question 72a).

74. How are accessways at public transport sites designed in to ensure direct / straight navigation that is safe and provides timely egress of passengers at all times ('fit for purpose')?

Refer to Question 72a).

- a) At what point do you decide to provide both stairs and ramps when designing transport infrastructure?

Refer to Question 72a).

75. How would you improve accessways at public transport sites so that they are 'fit for purpose'?

Refer to Question 72a).

- b) What upfront costs would you incur?

Refer to Question 72a).

Chapter 16 Wayfinding

Questions for providers and operators of public transport

76. Which option do you prefer: regulatory, non-regulatory or status quo?

Facilities such as major terminuses and transport hubs are constructed by the respective state transport jurisdictions and hence the BAN can only provide limited responses to these series of questions. However, as a general principal, the BAN would support the non-regulatory option as it provides information and standards that can be referenced but still allows flexibility to allow operators to provide best outcomes.

In addition, the BAN has been involved in the Working Groups where wayfinding has been addressed for the types of infrastructure that BAN members have control over, such as *Bus boarding points, Clear opening and luminance contrast of doorways, Poles, objects and luminance contrast and Continuous Accessibility*. For these areas, the BAN supports the use of wayfinding techniques to improve access for all passengers.

77. How successful is the Transport Standards in providing enough information to designers and planners to assist in providing good wayfinding?

The BAN would support the inclusion of additional information on wayfinding into the Transport Standards.

a) How can the Transport Standards be improved?

In general terms, the Transport Standards need to reflect up to date industry standards.

78. What do you see are the features of good wayfinding approaches to public transport sites?

The BAN supports the general wayfinding principals outlined in the RIS, given that other bus and coach operational safety factors are taken into account. For example, and as discussed in response to the next chapter:

due to trip slip and fall issues on moving conveyances, buses do not used tactile flooring on stairs or steps. In place of tactile solutions, buses use a combination of:

- a. Steps with contrasting strips on tread-nosing (these sit above floor level)*
- b. Corresponding grab handles and/or stanchions.*

Under the state based operational contracts, operators are required to meet set Wayfinding Signage standards for all street furniture.

a) What feedback have you had from people with disability regarding your current wayfinding provisions?

Public transport infrastructure such as bus stops and bus interchanges are generally owned and managed by local council or the relevant state transport agency. These agencies may be in a better position to respond to this question.

79. What are the impacts of working with people with disability to develop wayfinding approaches?

The BAN sees that working and/or seeking input and feedback from people with disability on a range of issues including wayfinding is a positive step, however all safety factors need to be considered, especially the safe operation of buses and coaches.

80. What are the issues public transport operators and providers face when trying to implement good wayfinding strategies?

See response to 82 c) but note that the issue described in response to this question does not exclude good wayfinding strategies, rather that all operational safety factors need to be considered.

81. If the following proposed new requirements are adopted in the Transport Standards, what do you see are the upfront and ongoing costs compared with meeting existing requirements?

- a) Braille and tactile requirements as prescribed in in the National Construction Code and Premises Standards

The BAN supports the adoption of existing national standards wherever practicable.

- b) Specified provisions of Australian Standard AS 1428.4.2 concerning building and room identification

The BAN supports the adoption of existing national standards wherever practicable.

- c) Wider use of minimum 30 % luminance contrast requirements as currently required under Transport Standards Section 2.5 Poles and obstacles.

The BAN considers that the 30% luminance contrast for poles and obstacles as a positive step, however any standard that sets luminance contrasts needs to consider any adverse effects on vision for bus drivers. For example, an obstacle at a bus stop may have a high luminance contrast as per any such standard, but the same high luminance contrast may inhibit the vision of a driver as they enter the stop at night or may inhibit the driver's vision of passengers in and around any such stop.

Therefore, the BAN wishes to raise the general principal that any changes or additions to the Transport Standards, needs to consider any potential adverse safety effects for bus and coach operations. The BAN sees that the Working Group processes being used in this review process is a valid avenue for any such safety effects to be identified and hopefully be fully considered as safety for all passengers and service providers is key.

Chapter 17 Tactile Ground Surface Indicators

Questions for providers and operators of public transport

82. Which option do you prefer: regulatory, non-regulatory or status quo?

The BAN supports **status quo**.

However it needs to be noted that due to trip, slip and fall issues on moving conveyances, buses do not use tactile flooring on stairs or steps. In place of tactile solutions, buses use a combination of:

- a) steps with contrasting strips on tread-nosing (these sit above floor level)
- b) corresponding grab handles and/or stanchions.

83. What policies or guidelines are in place for the installation of directional TGSIs in and around public transport sites?

Not applicable as Tactile Ground Surface Indicators are not used on conveyances. However, where operators are involved in infrastructure development, there are numerous state-based policies and guidelines available that describe in detail what is required for the installation of directional TGSIs, for example:

- Public Transport Infrastructure Manual (PTIM) 2015, Department of Transport and Main Roads – TransLink Division

https://www.publications.qld.gov.au/dataset/495a8be2-9658-4965-90c8-de0506b0c886/resource/57968dcd-ffff-45d2-beba-2e122523ec44/download/ptim_full-nov2020.pdf

84. How do you apply the requirements for directional tactiles?

Where applicable, the BAN would follow above mentioned state-based guidelines and as well as the applicable Australian Standards.

a) What are the barriers in applying the requirements?

As such facilities are part of major terminuses and transport hubs, the construction or re-working of such facilities is the undertaken by the respective state transport jurisdictions.

85. What data do you collect relating to complaints, the incidents of slips, trips and falls and the extent to which they are attributed to the lack of or placement of TGSIs?

Most state bus contract systems require bus operators to record and report on customer complaints. Some of these may relate to slips, trips and falls in the bus or getting in and out of the bus. In addition, some state bus accreditation schemes require bus operators to record and report on bus-related incidents including slips, trips and falls.

The relevant state transport agencies may be able to provide consolidated data on these issues. However, such data is likely to be restricted to slips, trips and falls occurring either on the bus or getting on or off the bus, rather than slips, trips and falls occurring in public transport precincts or interchanges.

86. What feedback have you received from people with disability regarding the use of TGSIs on the transport network?

The BAN is not aware of any specific capture system (or survey) that provides such information on placement of TGSIs. It is possible that data may be captured as part of a customer complaints system processes under the state government-based contracts and such information may be available from the respective jurisdictions.

87. If AS1428.4.1:2009, Standards Australia's most recent requirements for TGSIs are adopted, what are the upfront and ongoing costs associated with meeting these new requirements, especially in relation to the application of directional TGSIs?

AS1428.4.1:2009 was published on the 27 November 2009, therefore even though the DDA had not been updated, infrastructure provided post the published date of AS1428.4.1:2009 should have been compliant to the new standards. Therefore, the BAN would assume that all newer types of infrastructure would comply with AS1428.4.1:2009. The BAN would not support the retrospective application of AS1428.4.1:2009 to other infrastructure.

Question 105 raises the issue of how will the DDA be configured in the future to ensure that the references contained within the DDA remain current.

88. What other wayfinding tools and cues do you currently implement for people with vision impairment?

DDA complaint buses utilise features such as high contrast grab handles, stanchions and step edges. Furthermore, the general bus specification includes the use of a stanchion or grab handle be located at any step or change of direction of the aisle in the bus (for example at the entrance of the bus).

Questions for access industry professionals

89. Which option do you prefer: regulatory, non-regulatory or status quo?

Not applicable to the BAN, but the BAN would support the non-regulatory option as it provides information and standards that can be referenced but still allows flexibility to allow operators to provide best outcomes.

90. How will meeting the requirements of AS1428.4.1:2009 affect the disability community? Refer to response to question 105.

91. What are the barriers in trying to adopt requirements for tactiles, including directional tactiles in transport precincts?

As such facilities are part of major terminuses and transport hubs, the construction or re-working of such facilities is the undertaken by the respective state transport jurisdictions.

Chapter 18 Passenger Loading Areas

Questions for providers and operators of public transport

This Chapter is not applicable to the BAN as buses and coaches do not use Taxi stands or private car pickup and drop of points.

92. Which option do you prefer: regulatory, non-regulatory or status quo?
- a) For the regulatory option, which sub-option do you prefer: sub-option 1, sub-option 2 or sub- option 3?
93. What considerations do you currently make when designing passenger loading facilities?
- b) What feedback have you received regarding the use of passenger loading facilities?
94. If passenger loading can only be provided on one side of a public transport premises or infrastructure, what is the impact on passengers?
95. In the circumstances where passenger loading can only be provided on one side, what are the reasons why?
96. Bearing in mind the various national, state and local government guidelines on the layout of taxi ranks and passenger loading zones, what is the optimum layout of a taxi rank or passenger loading zone?
97. How successful are AS2890.6-2009 and AS2890.5-2020 in providing good templates for the design of accessible taxi ranks and passenger loading bays?
- a) How can this be improved?
98. What costs would you see associated with ensuring that the Transport Standards requires all taxi ranks and passenger loading zones at public transport premises and infrastructure to be accessible?

Chapter 19 Provision of information in multiple forms

Questions for providers and operators of public transport

99. Which option do you prefer: regulatory, non-regulatory or status quo?

The BAN would support the non-regulatory option as it provides information and standards that can be referenced but still allows flexibility to allow operators to provide best outcomes.

0. What alternative formats of information, other than online formats, do you utilise?

Information other than online formats include printed timetables, information signage, bus stop signage and in some instances off and on bus next stop and next service information. For example, the Transdev Bus Passenger Relations Plan, which is included at Appendix D, details the distribution of information via:

- *Distribution of timetables at a variety of outlets, including website, through drivers, depot, community facilities, Councils, real estate agents, general stores, etc;*
- *Bus stop information (have timetable information at all major bus stops);*
- *Regional maps printed and on website.*
- *Transdev NSW Customer Experience Team's contact channels for timetable distribution.*

101. What information do you currently produce in alternative formats that is readily available for a customer on request for content that is available only through digital means?

All route, and the vast majority of school and replacement bus operations are in one form or another contracted by the respective state governments and under these arrangements the respective jurisdictions are moving towards centralised web-based information systems as opposed to operators providing company-based web pages.

However, the issue of availability of alternative format information has been reviewed by the Working Group in which the BIC participates and the following wording is supported by the BAN:

27.2 Formats for providing information

(1) Operators and providers should expect requests for information in formats such as standard or large print, Braille, audio, touch-tone telephone, TTY and on-line computer or disks.

(2) Passengers should anticipate that certain formats may only be available from certain outlets. For example, while bus drivers may provide oral information on timetables and bus routes, they should not be expected to have alternative format timetables on hand.

(3) If it is not possible for operators or providers to supply information in a particular format, passengers may expect assistance to be provided to enable them to use documentation in the available formats, for example, the provision of a photocopy enlargement of a timetable.

102. What type of requests do you receive from people with disability for alternative formats of

information that is provided online that are not readily available?

The BAN is not in a position to answer such a specific question, however as part of an operator's contract and accreditation they must deal with all customer feedback regarding accessibility, and such issues have to be addressed within a set time, typically within two days.

a) How do you meet these requests?

Operators are required to respond to requests related to disabled access as part of their respective contract and or accreditation requirements, and typically operators are required to record and investigate all feedback relating to accessibility issues, with responses to be made within two business days. The strategy to address these types of issues typically includes:

- the bus type to be used to operate each trip is displayed on the bus dispatch system to ensure that the correct vehicle is allocated
- manage requests for accessible vehicles and trip planning assistance
- contact details for trip planning and customer assistance will be promoted across information channels wherever possible.

b) What are the barriers you face in being able to meet these requests?

As the respective jurisdictions are moving towards centralised web-based information systems as opposed to operators providing company based web pages, operators have to work within these systems when addressing such requests.

103. What are the costs associated with providing information in alternative formats when only provided in online content?

As this is such a broad question, the BAN sees that specific costs cannot be provided.

a) How do you receive complaints from customers with a disability relating to the provision of information?

Customer complaints are typically captured on-line or by phone call via the respective centralised web-based information systems and any such complaint is referred to the respective operator. For example, in NSW all customer complaints concerning bus operators are made by phone or email via Transport for NSW's complaint line: 131 500. This includes complaints from customers with a disability. The 131 500 has special facilities for NESB customers and customers with accessibility requirements or who are constrained by technology.

b) How can communication methods with people with disability be improved?

The BAN would hope that this RIS process would identify a range of issues and methods that could be used to improve communications for all passengers. However as identified as part of the Working Group reviews, the BAN agrees that:

Passengers who have accessibility needs or who require particular information should be able to communicate with staff or exchange information with the transport operator or provider prior to boarding, in transit and after alighting. Passengers may need to change destination or raise a service-related matter while in transit and so a means of communicating the change must be available. Operators may also need to inform passengers who have a disability of service-related matters. This requires information exchange in real time.

Such real time communication may be achieved in multiple ways. For example, face-to-face with platform staff, guards or bus drivers, via platform or conveyance intercoms, QR codes to online timetables and other online information, help or assistance call-buttons, call centres or recorded information among many other options.

References to Australian Standards Amendments

104. Do you support the changes to the references to Australian Standards?

As a general principal, the BAN supports the notion that the DDA uses up to date information for all references, but the BAN wishes to raise the question as to how these references will be updated over time. Australian Standards are updated on a regular or semi-regular basis, and whenever specific clauses are referenced in regulation, there is the issue that the regulation can be out of date as the corresponding as has been updated and or altered.

How will such references in the DDA be kept up to date in the future?

105. If not, which changes do you not support and why?

N/A

106. Do you find domed buttons at the end of a staircase to be helpful as a warning indicator?

The BAN sees that domed buttons at the end of staircases are of benefit and has already supported their inclusion in the Stairs on Buses Working Group Papers.

107. Would it be helpful if section 21.2 (Controls – passenger-operated devices for opening and closing doors) and section 21.3 (Controls – location of passenger operated controls for opening and locking doors) in the Transport Standards are consolidated as a single provision?

As the two Australian Standards referenced refer to requirements for buildings and facilities, this question would be better addressed by local governments and state transport agencies.

Appendix A

Accessible Transport Plan

Transit Systems is committed to providing high quality public transport services that are convenient, desirable and accessible.

An accessible public transport network helps many of our customers, including those with physical disability, seniors, parents with prams, those with temporary impairments, and people that are unfamiliar with public transport services.

Working in partnership with local communities and Transport for NSW (TfNSW), we will deliver services that encourage greater use of public transport and a more sustainable lifestyle and future for our cities.

While we endeavour to continually improve access to our services, it should be recognised that it will not always be possible to accommodate individual requests within a public transport network. Meeting the needs of individuals in a large and diverse community places a great responsibility on our Company and our staff, and the planning and operation of public transport networks involves many undertakings, not all within our control. However, through the implementation of this Accessible Transport Plan, Transit Systems NSW will demonstrate its commitment to improve the quality and equity of services offered to the community.

If you have any comments or suggestions regarding this Plan, we encourage you to contact us so that we can work with you to understand your particular request.

Policies/Programs	Goals/Targets	Strategy	Owner	Review
Increase the number of fully-accessible buses in the Systems' NSW fleet.	All trips to be operated by fully-accessible buses by 2022.	<p>All new buses are fully accessible and feature low-floors, kneeling suspension, ramps, and dedicated spaces for wheelchairs with priority.</p> <p>All routes offer fully accessible buses, however some trips may be operated by buses that don't have all of these features. When service reviews occur, and as new buses replace older ones, opportunities to introduce additional accessible trips will be investigated.</p>	General Manager	Continuous - as fleet updates occur and as service review proposals are developed.

Staff Training.	All driving staff are trained in disability awareness, and the correct use of buses and their features.	<p>Our program trains staff in the correct way to assist customers with reduced mobility, and instructs and tests the abilities of all new staff in the operation of the features and equipment on buses.</p> <p>Such training includes:</p> <ul style="list-style-type: none"> • Providing assistance to customers with a restraint or tethering device when required; • Priority policies, including providing assistance to vacate priority seating areas for those that need it; • Recognition of assistance animals and understanding the rights of customers travelling with them; • Remaining alert for customers waiting at bus stops that may have vision impairment. 	Learning and Development Manager	<p>Any concerns raised through customer feedback are investigated.</p> <p>Driver evaluation checks are regularly performed, including 'mystery traveller' journeys to identify improvement opportunities with the customer experience.</p>
Access for customers using mobility devices.	All accessible buses to be fitted with features to allow standard mobility devices and scooters to travel safely.	<p>All accessible buses will be able to accommodate customers using mobility aids. To ensure the safe use of boarding ramps and to fit within allocated wheelchair spaces, mobility aids must be:</p> <ul style="list-style-type: none"> • 1300mm or less in length; • 800mm or less in width; • A maximum of 300kg in weight, including the occupant, their personal items and anyone required to assist on the boarding ramp. • Free from protruding items such as visors and flags. 	Asset Manager	Continuous – as new buses are purchased.

Service planning and design.	Any new service initiatives will take accessibility issues and requirements into consideration.	Work with stakeholders to deliver accessible transport solutions.	Network Optimisation Manager	<p>Collaborate with State and Local governments during project planning stages.</p> <p>Take customer feedback and suggestions into consideration.</p> <p>Review and consider comments received through community consultation.</p>
Network infrastructure improvements.	Advocate accessibility improvements across our operating network.	Work with stakeholders and owners of network infrastructure to improve accessibility standards.	Network Optimisation Manager	Collaborate with State and Local governments, and private enterprise's where relevant.
Trip planning and timetable information.	Trip planning services and public timetables provide information regarding the operation of accessible bus trips.	<p>Trip planning data and timetable information includes details of trips that are scheduled to be operated using fully-accessible buses.</p> <p>Changes to services that impact our customers are communicated to TfNSW for inclusion on the Transport Info website, social media and third-party apps.</p> <p>Continue to collaborate with TfNSW to implement approved standards for communications material with a consistent appearance, and to promote the suite of third-party transport apps that use TfNSW data for trip planning purposes.</p> <p>The Transit Systems website will meet WCAG 2.0 requirements.</p>	<p>Network Optimisation Manager</p> <p>Customer Experience and Communications Manager</p>	Continuously - as service proposals are developed and new fully-accessible buses enter service.

Customer feedback channels.	Encourage customer feedback through online, telephone and written channels.	Promote a range of contact options for customers. Record and catalogue accessibility issues received as customer feedback. Work closely with TfNSW to advertise the National Relay Service contact number on timetables and bus stop material as part of the information rollout strategy.	Customer Experience and Communications Manager	Report and review accessibility issues at regular management meetings.
Customer feedback regarding accessibility.	Record and investigate all feedback relating to accessibility issues, with responses to be made within two business days.	The bus type to be used to operate each trip is displayed on the bus dispatch system to ensure that the correct vehicle is allocated. Manage requests for accessible vehicles and trip planning assistance. Contact details for trip planning and customer assistance will be promoted across information channels wherever possible.	Customer Experience and Communications Manager	Daily dispatch and KPIs are monitored. Continuous review as timetable changes occur.
Bus stop information.	Implement TfNSW's Wayfinding system at all bus stops. Carry out our accessibility obligations relating to Transit Stops and Transit Stop signage.	Implement the rollout plan developed in conjunction with TfNSW to ensure a standard, consistent approach to signage infrastructure and information at bus stops. Consult with RMS, local government and other government agencies with responsibilities relevant to Transit Stops.	Customer Experience and Communications Manager	Work with TfNSW to implement and review the rollout plan. Collaborate with TfNSW on any improvement opportunities that may be identified to improve the standard of accessible bus stop information, as well as State and Local governments and private enterprise where relevant.

Accessible information signage on buses.	All fully-accessible buses display appropriate signage to denote their accessibility	Internal and external decals are affixed to relevant buses to indicate that they are fully accessible, to denote allocated wheelchair and priority seating areas and the correct method of travel for customers using these areas to ensure safe travel.	Asset Manager	Condition of signage to be inspected during routine vehicle maintenance.
Audible and visual service information on buses.	Passenger information display systems (PIDS) installed on buses to assist customers with hearing and visual impairments find their way.	All new buses in Region 6 will be fitted with internal passenger information display systems (PIDS) All buses to have bright, easy-to-read external destination displays on the front, side and rear of the vehicle. New buses will also feature LED displays with improved clarity.	Customer Experience and Communications Manager	New buses will have passenger information display systems (PIDS) fitted. External destination displays and internal passenger information display systems will be inspected during routine maintenance to ensure they function correctly. Work closely with TfNSW to promote apps and channels which offer additional assistance to hearing and visually impaired customers.
External bus advertising and visibility.	Ensuring that visibility through bus doors and windows is provided.	All advertising on bus windows is designed to be transparent, allowing a level of visibility out of the windows. The front doors, the kerbside windows between the front and centre doors and most of the centre door areas remain free from advertising, providing customers with full visibility in this area.	Asset Manager Customer Experience and Communications Manager	Collaboration between Transit Systems and the advertising contractor, and ensuring the adherence to contract requirements.

Accessible offices.	Ensure accessible offices for visiting customers at all bus depots to facilitate meetings and enquiries.	Hoxton Park, Leichhardt and Smithfield depots were recently constructed, and feature elevators and accessible design. Burwood, Kingsgrove and Tempe depots are of older construction, and their accessibility will be assessed.	General Manager	To assess the accessibility of Burwood, Kingsgrove and Tempe depots, and address any issues (noting that Tempe Depot has heritage protection considerations.)
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Appendix B

Execution Version

R6BSP Services Contract

Transport for NSW on behalf of the State of New South
Wales (**TfNSW**)

Transit Systems West Pty Ltd (**Operator**)

Contract Material means Existing Contract Material, New Contract Material and Third Party Contract Material.

Contract Objectives has the meaning given in Clause 3(a).

Contract Service Levels means the level of services to be operated for Services, including:

- (a) the periods of time during which Services are to be operated; and
- (b) the frequency and extent of operation of Services during any specified period of time.

Contract Year means each 12 months ending 30 June during the Term, provided that:

- (a) the first Contract Year will commence on the Service Commencement Date and end on the following 30 June; and
- (b) the last Contract Year will commence on 1 July and end on the Termination Date.

Control has the meaning given in section 50AA of the Corporations Act.

Corporations Act means the *Corporations Act 2001* (Cth).

CPI means the "ABS Consumer Price Index (CPI), - quarter, Index Numbers; All groups CPI; Sydney; Series ID: A2325806K" as maintained and published Quarterly by the Australian Bureau of Statistics (ABS) (**Index**). If the Index ceases to be published Quarterly or its method of calculation substantially alters, then the Index is to be replaced by the nearest equivalent index as selected by the TfNSW Representative and any necessary consequential amendments are to be made.

CPI Indexed has the meaning given in Clause 71.

Cure Period has the meaning given in Clause 43.3(b)(iv).

Cure Plan Date has the meaning given in Clause 43.2(c)(ii).

Customer Service Plan means a plan which addresses the requirements referred to in Clause 30.3(b).

DCIS means the centralised integrated transport information service that communicates and receives data and information in relation to public transport services, through Transport Infoline.

DDA Legislation means:

- (a) the *Disability Discrimination Act 1992* (Cth); and
- (b) the *Disability Standards for Accessible Public Transport 2002* (Cth) and accompanying guidelines under the *Disability Discrimination Act 1992* (Cth).

Dedicated School Services means Bus services carried out primarily to cater for transport of primary or secondary school students from the schools referred to in the Service Level Schedule and that carry few, if any, fare paying passengers who are not school students, as described in the Service Level Schedule as amended from time to time in accordance with this Contract.

Dedicated School Services Timetable means each and every timetable for Dedicated School Services contained in the Service Level Schedule as amended from time to time in accordance with this Contract.

Dedicated Staff means:

- (a) Drivers;
- (b) the Operator's Authorised Officers;
- (c) members of Staff who are engaged predominantly to carry out regular maintenance in accordance with this Contract; and
- (d) members of Staff who are predominantly engaged as operations supervisors, on-road supervisors, customer service representatives and refuellers.

Deed of Guarantee and Indemnity means a deed in favour of TfNSW in the form set out in Attachment C.

Default Rate means an interest rate that is three percentage points above the 90 day bill rate as published each Business Day in the Australian Financial Review.

Route Control Strategy has the meaning given in the Item 3.18 of the Services Schedule.

Safety Management System means a 'safety management system' as required by section 9D of the PT Act 1990.

Security Interest means:

- (a) an interest which provides security for, or protects against default by, a person for the payment or satisfaction of a debt, obligation or liability including a mortgage, charge, bill of sale, pledge, deposit, lien, encumbrance or hypothecation (including a retention of title other than in the ordinary course of day to day trading and a deposit of money by way of security);
- (b) a security interest under the PPS Law; and
- (c) an agreement to create or give any arrangement referred to in paragraphs (a) or (b) of this definition.

Service Commencement Date means 12.01 am on the date set out in the Certificate of Service Commencement.

Service Desk means a telephone service to respond to, or coordinate a response to, any customer complaints and Incidents.

Service Level Schedule means Schedule 2 to this Contract, as amended by TfNSW from time to time.

Service Variation means a variation to the Contract Service Levels, Timetables or Dedicated School Services Timetables in each case that requires:

- (a) a temporary or continuing change in the nature, scope or level of the Services (including the removal of a Trip);
- (b) a temporary or continuing variation to a Route (including the creation of a new Bus Route or the removal of an existing Route); or
- (c) a temporary or continuing variation to the Operator Schedules. **Service**

Variation Notice means a notice issued in accordance with Clause 18(a).

Services means the Bus Services, the Dedicated School Services and the On Demand Services (as applicable).

Services Schedule means Schedule 1 to this Contract.

Smartcard has the meaning given in the PT Act 1990.

Special Event Services means services provided in response to a temporary Service Variation requested by TfNSW to transport customers to an event, such as an event of a sporting, cultural or community nature.

SSTS means the School Student Transport Scheme, being a scheme administered by TfNSW providing for free travel for school students.

STA Residual Furniture and Tools means all items of furniture, equipment, tools and consumables left by STA at the Existing Depots or Existing Facilities at the Service Commencement Date.

Staff means all persons whether officers, employees, agents or contractors of the Operator or the Operator's Associates engaged in or in connection with the provision of Operator Activities.

State means the State of New South Wales.

State Asset Access Agreements means:

- (a) the State Bus Lease;
- (b) the State Bus Depot Leases;
- (c) the State Existing Facility Leases; and
- (d) any other agreement or document entered into between TfNSW (or TfNSW's nominees) and the Operator in relation to access to and use of assets required to perform the Operator Activities.

R⁶BSP S i C t t

- (c) Within 10 Business Days after receipt of TfNSW's comments (if any) under Clause 11.10(b), the Operator must provide to TfNSW for its approval a revised version of the Operator Stakeholder Engagement Plan amended to incorporate any comments provided by TfNSW under Clause 11.10(b).
- (d) The Operator must only undertake stakeholder engagement and community consultation in accordance with the final Operator Stakeholder Engagement Plan approved by TfNSW under this Clause 11.10 (or in the first Contract Year, in accordance with the initial Operator Stakeholder Engagement Plan set out in Schedule 14).
- (e) The parties acknowledge and agree that the Operator Communications and Marketing Plan may be updated by the Operator during the Contract Year. The Operator must notify TfNSW of any updates and follow the process set out in this Clause 11.10.

12. Service Desk

- (a) The Operator must provide and operate a Service Desk, in accordance with the requirements set out in Item 7 of the Services Schedule, from the Service Commencement Date and for the duration of the Term.
- (b) Without limiting the requirements of this Clause 12 and the Services Schedule:
 - (i) the Operator must manage and resolve all customer complaints in accordance with the TfNSW Customer Complaints Policy including by promptly dealing with and responding to all complaints and feedback referred from the TfNSW Customer Feedback System and Transport Infoline;
 - (ii) while ever TfNSW is operating the Transport Infoline services, the Operator must use the Transport Infoline services for the provision of the Service Desk services under this Contract;
 - (iii) the Operator must record all complaints or feedback received by the Operator's Service Desk in the TfNSW Customer Feedback System and complete the entry of all relevant data in relation to the management of complaints in respect of the Services in accordance with the TfNSW Customer Complaints Policy;
 - (iv) the Operator must, at its own cost, obtain and maintain sufficient software licences in respect of the TfNSW Customer Feedback System, and ensure that sufficient Staff are trained to use that system, to enable the Operator to perform its obligations under this Clause 12(b);
 - (v) the Operator must comply with TfNSW's directions in relation to a standardised approach to the complaints handling software used as part of the TfNSW Customer Complaints Policy (including by ensuring that any other complaints management software used by the Operator is compatible and integrated with the software used by TfNSW).
- (c) Nothing in Clause 12(b):
 - (i) limits the Operator's responsibility for resolving calls or complaints received through the Operator's Service Desk, the TfNSW Customer Feedback System or the Transport Infoline services; or
 - (ii) makes TfNSW responsible for resolving calls or complaints received through the Operator's Service Desk, the TfNSW Customer Feedback System or the Transport Infoline services.
- (d) If and when TfNSW chooses to discontinue the Transport Infoline services, the Operator must cease using those services but must otherwise continue to provide the Service Desk in accordance with this Contract. The Parties acknowledge and agree that the discontinuation of the Transport Infoline services is not a Modification.

13. Key Performance Indicators

- (a) Unless expressly provided for in the KPI Schedule, the Operator must meet or exceed the Key Performance Indicators from the Service Commencement Date.

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- (iii) TfNSW (and any person authorised by TfNSW) may review, copy, retain or otherwise deal with such information.
- (b) The Operator must:
 - (i) ensure that TfNSW (and any person authorised by TfNSW) has direct access to any information, documents or material that:
 - (A) is maintained by a third party (including the Operator's Associates); and
 - (B) TfNSW is entitled to have access to, or have copies of, from the Operator under this Contract;
 - (ii) ensure that any contractual arrangements between the Operator or the Operator's Associates and any third parties acknowledge TfNSW's right of access under Clause 28.2(b)(i); and
 - (iii) on demand, provide to TfNSW written evidence (including copies of any contractual arrangements referred to in Clause 28.2(b)(ii)) showing compliance by the Operator with its obligations under Clause 28.2(b)(ii).
- (c) The Operator must cooperate, and must ensure that the Operator's Associates cooperate, with TfNSW and any persons authorised by TfNSW in the exercise of TfNSW's rights under this Clause 28.

29. Reporting

- (a) The Operator must report to TfNSW during the Term, in accordance with the Reporting Schedule.
- (b) If requested by TfNSW, the Operator must provide Driver and Contract Bus shift information to TfNSW, on reasonable notice.

30. Operating Plans

30.1 Accessible Transport Action Plan

- (a) The Operator must develop, implement, maintain and comply with its Accessible Transport Action Plan from the Planned Service Commencement Date and for the duration of the Term.
- (b) The Operator's Accessible Transport Action Plan must specify the steps the Operator will take to comply with:
 - (i) the DDA Legislation;
 - (ii) the *Anti-Discrimination Act 1977* (NSW);
 - (iii) the *Disability Inclusion Act 2014* (NSW); and
 - (iv) any 'Guidelines for Disability Action Planning', or similar guidelines, issued by NSW Governmental Agencies.
- (c) The Operator must publish its Accessible Transport Action Plan on its website and make it available to passengers, upon request, free of charge.
- (d) The Operator must annually review the Accessible Transport Action Plan to ensure it complies with this Clause 30.1 and meets the needs of passengers and the requirements of Law and this Contract. Each update of the Accessible Transport Action Plan must be provided to TfNSW 20 Business Days prior to the planned date of publication.

- (e) The Operator must consult and liaise with RMS, the Roads Authority, local government authorities or any other Governmental Agency with responsibilities relevant to the Transit Stops and the Licensed Areas (**Relevant Authority**) and Connecting Passenger Operators to:
 - (i) carry out the Operator's obligations relating to Transit Stops and Transit Stop Signage and Service related signage at Licensed Areas, referred to in Item 6 of the Services Schedule;
 - (ii) facilitate and enable compliance by the Relevant Authority with accessibility requirements at Transit Stops and Licensed Areas; and
 - (iii) coordinate the Operator's accessible transport services with the accessible services and infrastructure of Connecting Passenger Operators.

30.2 Environmental Plan

- (a) The Operator must develop, implement, maintain and comply with its Environmental Plan from the Planned Service Commencement Date and for the duration of the Term.
- (b) The Operator's Environmental Plan must:
 - (i) be generally consistent with or address the environmental system requirements set out in ISO 14001 'Environmental Management System – Specification with guidance for use'; and
 - (ii) have regard to the need to preserve the Environment and the need to mitigate any adverse effects on the Environment and must ensure all material and consumables used in the performance of the Services are environmentally friendly and kept and disposed of in an environmentally safe and lawful manner.
- (c) The Operator must publish its Environmental Plan on its website and make it available to passengers, upon request, free of charge.
- (d) The Operator must annually review the Environmental Plan and make such amendments as may be required to ensure ongoing compliance with Law and this Contract. Each update of the Environmental Plan must be provided to TfNSW 20 Business Days prior to the planned date of publication.
- (e) If requested by TfNSW, the Operator must demonstrate that it has appropriate environmental management systems in place.

30.3 Customer Service Plan

- (a) The Operator must develop, implement, maintain and comply with its Customer Service Plan from the Planned Service Commencement Date.
- (b) The Operator's Customer Service Plan must identify how the Operator will comply with customer service requirements and must:
 - (i) as a minimum, address and detail:
 - (A) the Operator's customer service model including Staff competencies, roles, deployment and responsibilities;
 - (B) customer communication and other interfaces throughout the journey during normal, degraded and planned service disruption operations;
 - (C) customer and Staff safety and security;
 - (D) Special Event Services support;
 - (E) ticketing, revenue protection and mitigation of fare evasion;
 - (F) operational integration with other public transport services;
 - (G) customer feedback and lost property management;
 - (H) customer service training and development of Staff; and
 - (I) measures and strategies to ensure customer engagement in maintaining high standards and the continuous improvement of service delivery; and

- (ii) ensure equitable access for all customers.
- (c) The Operator must review and report annually to TfNSW to provide TfNSW with information about how all the complaints of which the Operator is aware were resolved or why complaints were not resolved, in accordance with the KPI Schedule.
- (d) The Operator must publish its Customer Service Plan on its website and make it available to passengers, upon request, free of charge.
- (e) The Operator must annually review the Customer Service Plan and make such amendments as may be required to ensure ongoing compliance with Law and this Contract. Each update of the Customer Service Plan must be provided to TfNSW 20 Business Days prior to the planned date of publication.

31. Staffing

31.1 All Staff

- (a) The Operator warrants that all Staff hold all necessary Authorisations and are properly Authorised, Accredited, trained and experienced to perform the Services for the duration of the Term.
- (b) The Operator must provide training to its Staff and develop, document and maintain training materials in accordance with Item 8 of the Services Schedule.
- (c) Without limiting Clause 31.1(a) and (b), the Operator must ensure that all Staff who are engaged in, or in connection with, the Operator Activities are properly trained and experienced to a level that would ordinarily be expected of an experienced, efficient and competent operator of passenger transport in relation to the provision of services and the conduct of a passenger transport service comparable to the size, scope and complexity of the Services and the Operator Activities.
- (d) The Operator must ensure that all customer facing Staff are:
 - (i) clean and tidy; and
 - (ii) attired in a clean, well maintained and appropriate uniform that complies with WHS Laws.

31.2 Key Personnel

- (a) The Operator must ensure that all Staff that are identified as key management personnel of the Operator in Item 3 of Attachment A (**Key Personnel**) are members of Staff on or before the time specified in Item 3 of Attachment A.
- (b) The Operator must:
 - (i) ensure that each person who is one of the Key Personnel remains dedicated to the carrying out of the performance of the Operator Activities and the Operator's obligations under this Contract in the positions and for the periods specified in Item 3 and Item 4 of Attachment A; and
 - (ii) not remove Key Personnel from their positions and identified duties during the Term (or other period specified in Item 4 of Attachment A) without the prior approval of TfNSW unless the employment of the Key Personnel is terminated.
- (c) If any of the Key Personnel do not remain dedicated to the performance of the Operator Activities and the Operator's obligations under this Contract in the position and for the periods specified in Item 3 and Item 4 of Attachment A, the Operator must propose a replacement who is of at least equivalent skill and experience as soon as practicable for TfNSW's approval. The Operator must only appoint proposed replacements approved by TfNSW (acting reasonably). If the proposed replacements are not approved, the Operator must propose further replacements until TfNSW's approval is obtained. Any replacement personnel approved by TfNSW will be Key Personnel for the purposes of this Clause 31.2.

2.4 Payment obligation

If any of the Obligations comprise an amount due and payable, or an amount that would be due and payable but for some reason, the Guarantor must pay an amount equal to that amount to TfNSW on demand. If TfNSW is entitled to make a claim against the Guarantor under clause 2.3, the Guarantor must pay the amount claimed by TfNSW on demand. In each case, the Guarantor must pay that amount in the same manner and currency which the Operator is, or would have been, required to pay. A demand need only specify the amount owing. It need not specify the basis of calculation of that amount.

2.5 Unconditional nature of obligation

Neither this deed nor the obligations of the Guarantor under it will be affected by anything which but for this provision might operate to release, prejudicially affect or discharge them or in any way relieve the Guarantor from any obligation. This includes:

- (a) the grant to any person of any time, waiver or other indulgence, or the discharge or release of any person;
- (b) any transaction or arrangement that may take place between TfNSW and or any person;
- (c) the Liquidation of any person;
- (d) TfNSW becoming a party to or bound by any compromise, moratorium, assignment of property, scheme of arrangement, deed of company arrangement, composition of debts or scheme of reconstruction by or relating to any person;
- (e) TfNSW exercising or delaying or refraining from exercising or enforcing any document or agreement or any right, power or remedy conferred on it by law or by any Transaction Document or by any document or agreement with any person;
- (f) the amendment, variation, novation, replacement, rescission, invalidity, extinguishment, repudiation, avoidance, unenforceability, frustration, failure, expiry, termination, loss, release, discharge, abandonment, assignment or transfer, in whole or in part and with or without consideration, of any Transaction Document, or of any other document or agreement held by TfNSW at any time or of any right, obligation, Power or remedy;
- (g) the taking or perfection or failure to take or perfect any document or agreement;
- (h) the failure by any person or TfNSW to notify the Guarantor of any default by any person under any Transaction Document or any other document or agreement or other circumstance;
- (i) TfNSW obtaining a judgment against any person for the payment or performance of any Obligation;
- (j) any legal limitation, disability, incapacity or other circumstance relating to any person;
- (k) any change in any circumstance (including in the members or constitution of any person);
- (l) this deed, any Transaction Document or any other document or agreement not being valid or executed by, or binding on, any person; or
- (m) any increase in the Obligations for any reason (including as a result of anything referred to above),

whether with or without the consent or knowledge of the Guarantor. None of the clauses above limits the generality of any other.

2.6 Principal and independent obligation

This clause is a principal and independent obligation. Except for stamp duty purposes, it is not ancillary or collateral to another document, agreement, right, obligation, Security Interest or Guarantee.

Functional Description	Responsibility	Accountable	Support	Consulted	Informed	When
who are suitably skilled and trained to deliver support services and to interface with the TfNSW Customer Feedback System.						throughout the Term
7.13 Ensure the Service Desk can deliver On Demand Service support including accepting telephone bookings for On Demand Services, resolution of billing issues, general technical support on the On Demand Services application and answer all operational inquiries.	O	O		T	T	Continuing throughout the Term

Staff training and knowledge transfer

The following table identifies training and knowledge transfer roles and responsibilities.

Functional Description	Responsibility	Accountable	Support	Consulted	Informed	When
8.1 Provide all customer facing Staff with passenger service training, in particular: a) training with regard to requirements of passengers with disabilities or from culturally or linguistically diverse backgrounds; and b) training with regard to the management of confrontation, difficult passengers and personal safety.	O	O			T	Before the individual commences providing Service
8.2 Provide training to all relevant Staff regarding the following, as applicable to the Services for which the relevant Staff are engaged to work: a) the Tickets, Full Fares, Concession Fares and SSTs; b) the Routes and the Contract Depots and Transit Stops; and c) the Timetables.	O	O			T	Before the individual commences working on the relevant Services
8.3 Provide training to all Staff regarding compliance	O	O			T	Continuing

Appendix C

Accessible Transport Action Plan

Accessible Transport Action Plan

Introduction

This Accessible Transport Action Plan outlines ComfortDelgro Cabcharge objectives and initiatives to comply with the:

- Disability Discrimination Act 1992 (Cth);
- Disability Standards for Accessible Public Transport 2002 (Cth);
- Anti-Discrimination Act 1977 (NSW);
- Principles in Schedule 1 of the Disability Services Act 1993 (NSW); and
- Guidelines for Disability Action Planning by NSW Government Agencies.

This plan is focused on:

- Providing information on bus services in an accessible form
- Improving physical access to services and infrastructure
- Ensuring that timetables are produced which identify DDA compliant services
- Training staff to increase disability awareness
- Reviewing employment practices to develop strategies to assist employees with disabilities
- Promoting a positive community attitude toward assisting people with disabilities.

Requirement	Current Activities / Future Initiatives	Performance Measures	Status
Information on Bus Services	<ul style="list-style-type: none"> Provide information on our website in accordance with W3C Web Accessibility Guidelines. 	Website completed to W3C Priority 1 (Level A).	Complete. Website address is www.cdcbus.com.au
	<ul style="list-style-type: none"> Review the Customer Charter to improve the quality of information on customer service for people with disabilities. 	Customer Charter reviewed and published.	CDC periodically reviews and refreshes our commitments
	<ul style="list-style-type: none"> Implement revised format for bus timetables with an accessible format and font. 	Timetables in new format published and available via website.	All timetables have been produced in the accessible format, both print and online.
Service planning & design	<ul style="list-style-type: none"> The planning and design of new services at CDC take into consideration potential accessibility issues 	CDC to work with TfNSW and local councils to identify, review and action on accessibility issues	On-going
Physical access to services and infrastructure	<ul style="list-style-type: none"> All new regular route buses to be DDA compliant (excluding School Buses). New buses will have a “kneeling” suspension, an extending wheelchair ramp for level entry and a flat no-step floor making it easier for less mobile people to board and alight the bus. In addition, new buses will also have priority seating and improved destination signs. 	Scheduled wheelchair accessible trip percentage to be greater than Commonwealth DDA requirement	Fleet composition already exceeds DDA requirement and services are timetabled above the DDA target levels where feasible

	<ul style="list-style-type: none"> Review services to develop a route priority policy for accessible buses 	Since 2012 more than 55% of CDC's services have been provided by low-floor buses and 80% of services will be accessible by end of 2017	Hillsbus is fully compliant and exceeds DDA requirements, and has timetabled services to ensure >55% accessibility across all routes & services
Staff training	<ul style="list-style-type: none"> Provide disability awareness training to staff 	Completed	On-going program, Bus Operator training conducted through the Driver Education Centre of Australia (Deca)
	<ul style="list-style-type: none"> Include safety concerns of people with disabilities in safety training for staff 	Training provided for all new staff during induction	On-going Program, including Guide Dogs NSW facilitators
Employment practices	<ul style="list-style-type: none"> Develop strategies to assist employees with disabilities including: <ul style="list-style-type: none"> Workplace adjustment strategies to cope with specific disabilities, including alternate technologies; Flexible working arrangements; and Regular surveys of staff disability profiles. 	<p>Staff with disabilities to be provided with alternate technologies and/or processes where possible</p> <p>Supportive environment for the employment of people with disabilities</p>	<p>Medical assessments to determine any disability or special needs.</p> <p>On-going Program.</p>

Appendix D

LAST UPDATED: 17 December 2019, version 1.4

FOR REVIEW: DECEMBER 2020

Customer service is an integral part of the Transdev NSW business; as part of our commitment to customers, we have developed this Passenger Relations Plan.

This plan aligns with the Transport for NSW (TfNSW) focus of 'putting the customer at the centre of everything we do'.

This plan looks at the following areas that affect Transdev NSW's customers:

- **Information and Feedback**
 - Arrangements for collaboration with Transport Info (transportnsw.info)
 - Customer Enquiries
 - Complaints Handling
- **Incident Management**
 - Lost Children
 - Lost Property
 - Other Emergencies
- **Customer Research and Consultation**
 - Service Evaluation
 - Service Review and Development
- **Marketing**
 - Promotion of Bus Services
 - Distribution of Information
 - Media
- **Transport for NSW Customer Commitment**
 - Customer Experience Charter
- **Passenger Training / Assistance**
 - Individualised Assistance

References:

This plan has been developed in accordance with quality management organisation's standards and best practices:

- AS 4269: voluntary standard, developed by Standards Australia, for complaints handling;
- ISO 10002: International standard providing guidance for the design and implementation of an effective and efficient complaints-handling process.

Information and Feedback

Objective

To provide high quality customer focused passenger transport services that are convenient, desirable and meets the needs of our customers. All passengers will be respected and staff will be polite, friendly and informative. Transdev endeavours to respond to customer enquiries and feedback in a timely manner.

Arrangements for collaboration with Transport Info (transportnsw.info)

Initiatives	Performance Measures
Transdev NSW will:	<ul style="list-style-type: none"> Accurate information is provided to Transport Info (transportnsw.info) and reliable information is conveyed to the public. Transport for NSW Customer Satisfaction Survey annual results
<ul style="list-style-type: none"> support an integrated information service; 	
<ul style="list-style-type: none"> identify and notify TfNSW in writing of any difficulties involving Transdev NSW; 	
<ul style="list-style-type: none"> provide to TfNSW and Transport Info information on plans for changes in transport services; and 	
<ul style="list-style-type: none"> advise TfNSW of any unsatisfactory performance by Transdev NSW. 	
<ul style="list-style-type: none"> inform passengers of any service disruptions and emergency situations in a timely manner 	
<ul style="list-style-type: none"> provide customers with information that is concise and up to date in a readily available electronic or printed form 	

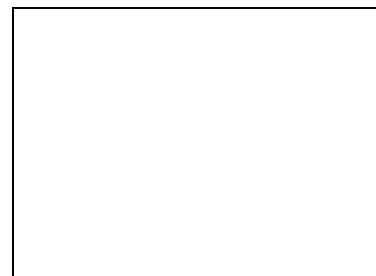
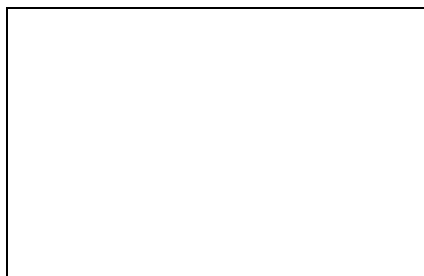
Customer Enquiries

Initiatives		Performance Measures
Transport Info (transportnsw.info)	Customers can contact www.transportnsw.info or phone 131500 or National Relay Service (NRS) 133 677 for enquiries.	<ul style="list-style-type: none"> Customers rate passenger information under a bi-annual customer satisfaction surveys Feedback forms Customer complaints on the handling Customer Enquiries handling
Customer Experience Ambassadors (CEA's)	6 CEAs are deployed at key interchanges in the areas, available to respond to customer enquiries.	
Transdev NSW Customer Experience Team	In addition of Transport Info, the Transdev NSW Customer Experience Team is available for customer enquiries between 08:00 and 17:00, Monday to Friday (excluding public holidays).	
	If customers request a contact back, Transdev NSW aims to provide with a first response to all enquiries within a maximum of 2 business days, sooner if possible.	
Transdev NSW Website www.transdevnsw.com.au	The Transdev NSW website is an access point for enquiries. Customers can:	

	<ul style="list-style-type: none"> • download timetables; • access route descriptions for school and route bus services. 	
	<ul style="list-style-type: none"> • for enquiries regarding fares, please call 131 500 	

Complaints Handling

Initiatives		Performance Measures
Processes	<p>Complaints can be received via Transport Info's contact channel 131 500, which are then referred for action by Transdev NSW's Customer Experience Team.</p> <p>Our commitment is to provide all customer complaints with an acknowledgment within 2 business days (if the customer requests to be contacted back); and a resolution provided for 70% of complaints within 2 business days and 100% of complaints resolved within 30 business days.</p>	<ul style="list-style-type: none"> • Key Performance Indicators (KPI) scores regarding Complaint Response and Resolution • Volume of complaints received and breakdown per representative categories • Ratio of complaints received per 100,000 boardings
	The Transdev NSW Customer Experience Team operates from 08:00 until 17:00 Monday to Friday (excluding public holidays). Where possible, the most senior member of staff on duty will deal with the complaint. However, all Transdev NSW staff will be appropriately trained and expected to deal with telephone and personal contact queries from customers whenever they are on duty.	
	Transdev NSW has developed Work Procedures, which will be available for training and for staff referral when dealing with Customer Complaints and Feedback. These procedures clearly indicate time frames, consistent with Transdev NSW's commitment.	
	Any disciplinary action, determined as a result of an investigation finding the complaint was due to a Transdev NSW employee, will be taken in accordance with the Transdev NSW 'Code of Conduct' and disciplinary procedures.	



Transdev NSW maintains a register of all customer complaints whether received through email, website, letter or telephone contact to Transport Info (transportnsw.info) or Transdev directly. A thorough analysis of this register occurs monthly. All direct enquiries will be uploaded to 131 500.

Incident Management

Objective

To handle any incidents effectively and with care;
To have processes in place that minimise the impact of incidents on customers.

Lost Children

Initiative	Performance Measures
In the event of a lost child (e.g.: a child remaining on the vehicle when all other students have alighted from the bus) the driver immediately contacts the Operational Control Centre (OCC) by 2-way radio notifying that there is a child on the wrong bus/failed to alight. Driver is to await instructions from OCC.	☐ Successful return of lost child
Driver to reassure child and driver is to remain with the child until a parent or police has received custody of the child.	
The OCC will assist the driver in obtaining the child's details if possible (name, address, phone number, school etc).	
The OCC will telephone the school involved and if school cannot be contacted, the OCC will contact the parent/guardian if information can be obtained.	
After key information is gathered, the OCC will then consider which of the below actions would be the most appropriate and safe in the circumstance: 1. Return the child to their school and leave the child with a responsible teacher 2. If point 1 is not possible, have the child remain on the bus and contact the local police. Under no circumstances is a child to be left unattended at a bus stop.	



Lost Property

Initiative	Performance Measures
Drivers return any lost items to the depot. If the owner of a lost item can be identified, Transdev NSW will contact the person and arrange for the return of the item.	<ul style="list-style-type: none"> No. of lost property items returned to the owner No. of complaints concerning Transdev NSW's handling of lost property No. of complaints resolved to the satisfaction of the customer
In all other cases lost property is kept at the Bankstown or Mt Kuring-gai depot for six (6) weeks. If the owner has not redeemed the item within this timeframe, the lost property is disposed of, or given to charity.	
Transdev NSW will not make a profit on the return of lost property and will ensure that adequate identification is made at the time of lost property being collected. A fee may be charged where the owner requests an item to be couriered to them or a pre-paid post pack may be requested to be sent to return the item.	
We propose that all proceeds from any disposal of unclaimed lost property will be donated to a charitable institution.	
Customers should contact the Bankstown Customer Experience Team at the Bankstown depot (for all Transdev NSW Bus services) to locate a missing item. Alternatively, a passenger can contact Transport Info (transportnsw.info) to locate lost property. Transport Info (transportnsw.info) staff should direct the enquiry to Transdev NSW Customer Experience Team.	
Customer Experience Team.	

Other Emergencies

Initiative	Performance Measures
Emergencies will be dealt with in accordance with the Emergency and Crisis Management Plan and Response document.	<ul style="list-style-type: none"> Adherence to document

Customer Research and Consultation

Objective

To involve communities and stakeholders in planning and development of all aspects of our services to be able to provide effective services (based on identified need as well as operational considerations) to the communities we service.

Service Evaluation

Initiatives	Performance Measures
At the beginning of term when feedback on school services have been received, Transdev NSW will visit schools which require further service evaluation. Transdev is committed to working closely with schools and TfNSW to ensure student passenger safety is paramount.	<ul style="list-style-type: none"> Feedback received from schools

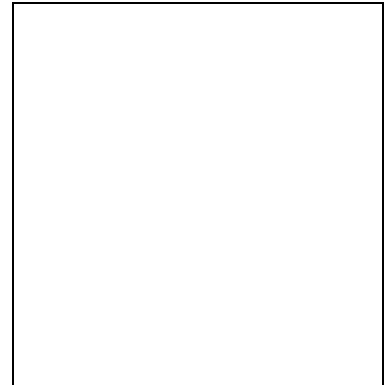
<p>A bi-annual independent customer satisfaction survey is conducted by TfNSW (or its contractor) to rate Transdev NSW's performance in a number of areas, including:</p> <ul style="list-style-type: none"> • Staff helpfulness and courtesy; • Vehicle cleanliness; • Provision of information; • Personal security; • Service provision; • Ticket machine availability and reliability of performance; • Overcrowding. 	<ul style="list-style-type: none"> • Surveys conducted • Availability of feedback forms • Number of complaints that have resulted in changes • Media reports • Website hits
<p>A Meet the Managers Program is run, whereby Managers visit key customer areas to respond to queries and hear feedback.</p>	<ul style="list-style-type: none"> • No. of Meet the <u>Managers visits</u>
<p>The Customer Information Ambassadors (CEAs) are available to hear feedback on the quality of services.</p>	<ul style="list-style-type: none"> • No. of complaints recorded
<p>Feedback forms stocked with drivers to give customers who have <u>complaints / compliments</u>.</p>	<ul style="list-style-type: none"> • Stock of timetables
<p>Record and maintain database of all formal complaints. Review these on a <u>monthly basis</u>.</p>	<ul style="list-style-type: none"> • No. of complaints
<p><u>Promote where community feedback has resulted in positive changes.</u></p>	
<p><u>Ticket information and patronage count to use in comparison with pre-implementation figures.</u></p> <p><u>Monitor media coverage. Monitor website hits, and in particular, timetable searches.</u></p>	
<p>Note the demand for new timetables:</p> <ul style="list-style-type: none"> • How long did stock last? • Which areas were most frequently requested? • Which avenue was most used to request timetables? (drivers, depots, website?) 	

Service Review and Development

Initiatives	Performance Measures
<p>School Services:</p> <p>Annually in October schools are sent a survey regarding:</p> <ul style="list-style-type: none"> • Changes to current year student number forecasts • Changes to bell times • Demographic changes • Any other relevant information <p>New school establishments will also be considered from a network planning perspective.</p> <p>Beginning of school term:</p> <ul style="list-style-type: none"> • Drivers to report any full standing loads or unsafe services • Staff provided to interchanges/school and known pinch points to manage and direct students to the full complement of buses available • Additional services or change to services are requested through TfNSW as required. <p>Ongoing:</p> <ul style="list-style-type: none"> • Encouraging OPAL card tap-ons to be able to understand our SSTS bus boarding's. • Inspectors allocated to schools to assist in encouragement of OPAL usage. 	<ul style="list-style-type: none"> • Scores from bi-annual satisfaction surveys • Feedback from schools that we provide dedicated school services for • Feedback from customers • No. of complaints about particular routes • Opal tap on data and driver count of passengers to review route utilisation • Reports from OCC of any overcrowded, full capacity or unsafe capacity loading
<p>Service Integration:</p> <ul style="list-style-type: none"> • Improve connectivity with other transport providers and modes to provide a seamless transfer arrangement where practical. Effective communication with service providers such as railways and other bus operators servicing common facilities or adjoining regions. 	
<p>Surveys:</p> <ul style="list-style-type: none"> • Customers; • Potential bus users; • Mystery shoppers surveys on services. • CRM – Customers surveys sent via - feedback 	
<p>Invitation for comment:</p> <ul style="list-style-type: none"> • Newspaper advertisements; • Media coverage; • Feedback forms (stocked with CEAS, drivers, at depots, Meet the Manager days, letterboxed dropped [when necessary] and on the website); • Material on buses and at community facilities; • Letters to Councils, MPs and community groups; 	
<p>Analysis of records of complaints / compliments / suggestions.</p>	
<p>Route cause analysis of top complaint categories and routes with high level of complaints. Targeted action plans once data has been analysed.</p>	



PASSENGER RELATIONS PLAN



Service Planning Forum (meetings of customers and stakeholders, when required), with:

- TfNSW
- Councillors, Council staff and MP(s);
- Trip attractors and Points of Interest (eg: shopping centres, retirement villages, TAFE, tourist attractions);
- Community groups (eg: Community Transport, transport advocacy groups, youth forums);
- Form working groups to consult throughout the development of services.

Marketing

Promotion of Bus Services

Initiatives	Performance Measures
<ul style="list-style-type: none">• Web presence;• External advertising on buses;• Participation in cooperative events promoting bus use;• Targeted marketing initiatives.	<ul style="list-style-type: none">• Uptake of new services.
<ul style="list-style-type: none">• Inclusive Transport: increased usage of public transport options by target groups. Work with stakeholders to deliver transport solutions that encourage increased travel on public transport services by older people, persons with mobility challenges and culturally and linguistically diverse members of the community.	

Distribution of Information

Initiatives	Performance Measures
<ul style="list-style-type: none">• Distribution of timetables at a variety of outlets, including website, through drivers, depot, community facilities, Councils, real estate agents, general stores, etc;	<ul style="list-style-type: none">• Current information available

<ul style="list-style-type: none"> • Bus stop information (have timetable information at all major bus stops); 	No complaints <ul style="list-style-type: none"> • regarding inaccurate information
<ul style="list-style-type: none"> • Regional maps printed and on website; 	
<ul style="list-style-type: none"> • Website; 	
<ul style="list-style-type: none"> • Transdev NSW Customer Experience Team's contact channels for timetable distribution. 	

Media

Initiatives	Performance Measures
<ul style="list-style-type: none"> • Develop positive relationships with journalists; 	<ul style="list-style-type: none"> • Relationships with media
<ul style="list-style-type: none"> • Respond to published articles; 	

<ul style="list-style-type: none"> Respond to media requests; 	
<ul style="list-style-type: none"> Proactive media releases. 	

NSW Transport Customer Commitment

Objective

To ensure that assistance is provided for passenger training to facilitate the uptake of bus travel by the elderly, disabled or culturally and linguistically diverse members of the community.

Customer Experience Charter

Initiatives	Performance Measures
Transdev has developed a Customer Promise that outlines the commitments relating to customers, including commitments and initiatives detailed in the Passenger Relations Strategy.	<ul style="list-style-type: none"> Feedback from community
The Customer Promise is available on the Transdev website and features in company marketing material where appropriate. The Promise adheres to the standards set in the Transport for NSW Customer Commitment.	<ul style="list-style-type: none"> Feedback from community

Passenger Training / Assistance

Objective

We will ensure that assistance is provided for passenger training to facilitate the uptake of bus travel by the elderly, disabled or culturally and linguistically diverse members of the community.

Individualised Assistance

Initiatives		Performance Measures
Travel Education	Staff available for individual travel education when requested by individuals or groups, including schools and students, nursing homes, community groups, health facilities.	<ul style="list-style-type: none"> No. of locations visited
Driver Training	Drivers to provide exceptional customer service. Maintain a driver training program that embeds a culture of providing a high level of service to the customer, including consideration for passengers who may be unfamiliar with the transport system, or have special needs.	<ul style="list-style-type: none"> Feedback from community regarding driver behaviour

Version Control:

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1.0	1/09/2016	Publish
1.1	21/12/2017	Regular Review
1.2	12/06/2018	Ad hoc Review
1.3	21/12/2018	Regular Review
1.4	17/12/2019	Regular Review

Appendix E



Transport
Roads & Maritime
Services

Safety Management System (SMS) Handbook

A Guide for Bus and Coach Operators

May 2017

Important notice to public passenger service operators, drivers and the NSW community.

On 1 September 2017 the Passenger Transport (General) Regulation 2017 will replace the Passenger Transport Regulation 2007, which will be automatically repealed.

This new Regulation reproduces all of the provisions currently in place, so there will be no changes for operators, drivers or the community.

Table of contents

Definitions	4
Introduction	6
Compliance Checklist	9
Element 1: Policy, Commitment and Objectives	10
What is required?	10
How to implement this requirement.....	10
Tools	10
Pro-forma 1.1 Sample Safety Policy.....	11
Element 2: Management Accountabilities, Responsibilities and Communication	13
What is required?	13
How to implement this requirement.....	13
Tools	14
Pro-forma 2.1 Sample Job Description: Depot Manager.....	15
Pro-forma 2.3 Sample Job Description: Workshop Mechanic.....	17
Pro-forma 2.4 Sample Staff Meeting/Communication Record.....	18
Element 3: Risk Management	19
What is required?	19
How to implement this requirement.....	19
Tools	20
Further Help	20
Common Bus Industry Hazards	21
Pro-forma 3.1 Sample Risk Register.....	22
Pro-forma 3.2 Risk Assessment Matrix	24
Element 4: Procedures and Documentation.....	25
What is required?	25
How to implement this requirement.....	25
Further Help	26
Pro-forma 4.1 Sample Security Management Procedures	27
Element 5: Employee Monitoring	29
What is required?	29
How to implement this requirement.....	29
Further Help	30
Guidelines 5.1 Health Monitoring Program	31
Pro-forma 5.2 Sample Triggered Health Assessment Procedure.....	34
Pro-forma 5.3 Sample Fatigue Management Program.....	35
Guidelines 5.4 Drug and Alcohol Program Guideline.....	38
Element 6: Training and Education	40
What is required?	40
How to implement this requirement.....	40
Tools	40
Pro-forma 6.1 Sample Staff Induction Checklist.....	41
Pro-forma 6.2 Sample Training Skills Analysis.....	43
Pro-forma 6.3 Sample Training Register	44
Element 7: Incident Management and Monitoring	45

What is required?	45
How to implement this requirement.....	45
Tools	46
Further Help	46
Pro-forma 7.1 Sample Critical Incident Management Procedure.....	47
Pro-forma 7.2 Sample Incident Reporting and Investigation.....	49
Pro-forma 7.3 Sample Critical Incident Report Form.....	54
Element 8: Audit and Evaluation	56
What is required?	56
How to implement the requirement.....	56
Protocols	57
Tools	61
Pro-forma 8.1 Sample Audit Report	63
Pro-forma 8.2 Sample Improvement Plan:	69

Definitions

Term	Definition
Audit	An audit is a review of compliance to the legislative requirements.
Bus	A motor vehicle which seats more than 8 adult persons, and includes a vehicle of any class prescribed by the regulations for the purpose of this definition. For the purpose of the SMS bus and coach have the same meaning under the Passenger Transport Act.
Contractor	Someone working for the bus operation and carrying out Transport Safety Work as defined in the Act.
Incident	An instance of something happening; an event or occurrence.
OTSI	Office of Transport Safety Investigations
PAL	<p>The Police Assistance Line (PAL) is a 24 hour call centre available to police and the community for the reporting of non-urgent crime and incidents. PAL operates statewide throughout NSW all day, every day, all year.</p> <p>PAL can be contacted on 131444 for the cost of a local call from anywhere in NSW.</p>
Public Passenger Service	<i>A public passenger service</i> means the carriage of public passengers for a fare or other consideration by bus along a road or road related area.
	There are different types of Public Passenger Services including:
	<ul style="list-style-type: none"> • Regular Passenger Services • Long Distance Services • Tourist Services • Charter Services
	Public passenger bus services in NSW are regulated under the <i>Passenger Transport Act 1990</i> and <i>Passenger Transport Regulation 2007</i> .
Reporting System	A reporting system is a formal process of collecting, recording, acting on and providing feedback to staff about hazards and risks to your operation.
Roads and Maritime Services	Roads and Maritime
Safety Management System (SMS)	A Safety Management System is an integrated set of work practices and procedures for monitoring, and where identified, improving the safety of bus operations.
Safety Policy	A Safety Policy sets out what an organisation aims to achieve through a Safety Management System.

Senior Management	Includes but not limited to directors, owner/s and or senior manager/s in positions where both business decisions are made and budget/finance is approved. This includes "Designated Managers" nominated by bus operators which are corporations.
TfNSW	Transport for NSW
Transport Safety Employee	Means: a) an employee or a contractor of an accredited service operator, or of an operator of a public passenger service carried on by means of a ferry, who performs transport safety work b) a person who, without remuneration or reward, voluntarily and without obligation performs transport safety work for an accredited service operator, or an operator of a public passenger service carried on by means of a ferry c) an individual who is an accredited service operator, or an operator of a public passenger service carried on by means of a ferry, and who performs transport safety work.
Transport Safety Work	Means: (a) work relating to the driving or other operation of a bus, the loading or disembarking of passengers from a bus or the movement of buses (b) work relating to the repair, maintenance or upgrading of buses, bus terminals or bus maintenance facilities (c) work involving the development, management or monitoring of safe working systems for public passenger services carried on by means of buses.

Introduction

Purpose of this Guide

All bus and coach operators in NSW need to have in place a Safety Management System (SMS) as a condition of their accreditation. This Guide is designed to assist accredited bus and coach operators, particularly smaller operators, to develop and implement a SMS that meets these accreditation conditions.

Bus operators, as employers and providers of public passenger services, also have safety obligations under the NSW Work Health and Safety Act, 2011. These obligations are complementary to the requirements of an SMS, and therefore this guide has sought to build upon this critical relationship.

What is a Safety Management System?

A Safety Management System (SMS) is an integrated set of work practices and procedures for monitoring and improving the safety of your bus operation. It is designed to assist operators to identify risks and to develop procedures to manage those risks. It also encourages operators to take responsibility for the safety of their operation and to ensure that all staff are aware of their safety responsibilities.

What is a Safety Culture?

It is important to note that an organisation's SMS cannot only consist of a set of policies and procedures on a bookshelf. A good safety culture incorporates the way in which safety is effectively managed in the workplace, and often reflects the attitudes, beliefs, perceptions and values that employees share in relation to safety. Every organisation has a safety culture, whether good, bad or indifferent. To ensure an SMS is effective, an operator has to undertake a safety culture journey towards ensuring that all employees actively implement safety as part of their everyday work.

The safety culture of an organisation acts as a guide for how employees will behave in the workplace. Employee behavior will be influenced or determined by safety guidelines contained in the SMS and the organisation's safety culture is ultimately reflected in the way in which safety is managed in the workplace.

Every bus organisation has a safety culture which can be reviewed and improved upon to reduce incidents and accidents in the workplace. The operator should focus on initiating change through analysis, consultation with staff and implementation. Improving a safety culture is essential for bus organisations and the detection of positive aspects of the current culture within the organisation will serve to enhance the prospects of safety improvement.

What does an SMS look like?

Roads and Maritime Services has issued guidelines on the scope of the SMS expected from bus and coach operators. The guidelines cover the following eight key elements:

1. Policy and Commitment
2. Safety Responsibilities
3. Risk Management
4. Procedures and documentation
5. Employee Monitoring (including fatigue and drug and alcohol)
6. Training
7. Incident Management and Monitoring
8. Audit and evaluation.

The level of detail in an SMS will generally depend upon the size of the operation. An SMS could be a list of procedures (grouped under each of the above headings) in a folder or on a computer. Where an organisation is a larger operator, it could be a computer generated system similar to a Quality Assurance Manual.

How to use this Manual

This Manual explains what is expected of operators from a Safety Management System. In particular, it:

- Describes Roads and Maritime's requirements for each SMS element
- Provides guidance on how the operator can implement these requirements in their business
- Provides samples or pro-formas for the element that the operator may choose to adapt for their own use.

This Manual provides sample documentation to assist operators to understand SMS Guidelines. Operators should be aware that these documents are samples only and, if used, need to be amended to suit the operator's particular circumstances and operations.

Compliance Checklist

Table 1 provides a summary of SMS requirements and the samples included in this manual to assist in meeting these requirements.

SMS Element	Requirement	Sample documentation
Element 1: Policy, Commitment and Objectives	Safety Policy	Pro-forma 1.1
Element 2: Management Responsibilities and Communication	Job Description – Manager Job Description – Driver Job Description – Workshop Mechanic Communication Record	Pro-forma 2.1 Pro-forma 2.2 Pro-forma 2.3 Pro-forma 2.4
Element 3: Risk Management	Risk Register Risk Matrix	Pro-forma 3.1 Pro-forma 3.2
Element 4: Procedures and Documentation	Procedure – Security Management	Pro-forma 4.1
Element 5: Employee Monitoring	Health Monitoring Program Triggered Health Assessment Procedure Fatigue Management Program Drug and Alcohol Program	Guidelines 5.1 Pro-forma 5.2 Pro-forma 5.3 Guidelines 5.4
Element 6: Training and Education	Staff Induction Checklist Training Skills Analysis Training Register	Pro-forma 6.1 Pro-forma 6.2 Pro-forma 6.3
Element 7: Incident Management and Monitoring	Critical Incident Management Procedure Incident Reporting and Investigation Procedure Critical Incident Report Form	Pro-forma 7.1 Pro-forma 7.2 Pro-forma 7.3
Element 8: Audit and Evaluation	Audit Report Improvement Plan	Pro-forma 8.1 Pro-forma 8.2

Table 1: SMS Compliance Checklist

Element 1: Policy, Commitment and Objectives

What is required?

All bus and coach operators are required to have an SMS policy which summarises their approach to safety. This policy should describe:

- What an organisation is aiming to achieve from an SMS
- How the organisation will achieve this objective and
- The responsibilities of people in an organisation, particularly management, in relation to safety.

The Safety Policy does not need to be overly detailed (one page is usually sufficient). Rather, it is a simple statement of commitment by the operator to the safety of its employees and members of the public who use its service.

How to implement this requirement

1. A policy needs to be developed (you may use *Pro-forma 1.1* as a sample). Ideally discuss the content of the policy with management and staff (perhaps at a staff meeting) to ensure the Policy is written in language that everyone can understand.
2. Once developed, the Policy needs to be signed off by senior management (preferably the Proprietor/Managing Director) and placed in a prominent area of the workplace so that staff and members of the public can view it.
3. Organisations also need to incorporate the Policy into employee handbooks, induction and training materials so that management and staff are aware of and understand the Policy.

Tools

- Sample Safety Policy (*Pro-forma 1.1*).

Pro-forma 1.1 Sample Safety Policy

Commitment

The organisation views safety as a top priority. The health and well-being of staff and members of the public are paramount.

Safety Objectives

The organisation aims to achieve this goal via:

- Active involvement and commitment by managers
- Consultation and communication with employees on safety issues
- Ongoing identification and control of hazards including terrorism and security threats
- Development and implementation of procedures for all activities that pose a risk
- Ongoing assessment of transport safety employees' fitness for duty
- Provision of all necessary information, training and supervision
- Investigation and reporting of all accidents and dangerous incidents
- Provision of emergency procedures.

The organisation's Safety Management System (SMS) is the primary mechanism for implementing and monitoring these activities.

Responsibilities

Depot Manager

As the senior operational officer in charge of the depot, the Depot Manager has overall responsibility for implementation and monitoring of the organisation's SMS.

Managers/Supervisors

Managers are responsible for ensuring safety policies and procedures are developed and effectively implemented in their areas of control, and to manage staff and hold them accountable for their specific responsibilities.

Employees

Employees including drivers and mechanics are responsible for operating and maintaining buses in a manner that ensures the safety of staff, passengers and pedestrians, which abides with the legislative requirements of WorkCover NSW, Roads and Maritime, TfNSW; and the organisation's SMS requirements.

Review

The organisation's SMS will be evaluated regularly via audits and other mechanisms to ensure it remains relevant and effective. As part of this process this SMS Policy will be reviewed when required if there are changes in legislation, regulations or operations, and at least annually.

Signed: _____
Proprietor/Managing Director

Date:

Element 2: Management Accountabilities, Responsibilities and Communication

What is required?

Beyond a Safety Policy, Roads and Maritime requires evidence that transport safety employees understand their safety responsibilities. This requires:

- The nomination of a senior manager with overall responsibility for implementation and management of the SMS
- The development of Job Descriptions that include safety responsibilities for all persons involved in "transport safety work". This includes anyone who operates a bus or otherwise loads, disembarks or is involved in the movement of buses. It also includes anyone who repairs, maintains or upgrades buses, bus terminals or bus maintenance facilities, or who develops, manages or monitors safe working systems for public passenger services.
- A system to provide managers and staff with safety information including any changes in safety related activities.

How to implement this requirement

1. Job Descriptions are needed for all positions involved in "transport safety work". This includes managers, drivers and workshop mechanics. The Job Descriptions need to include the specific safety responsibilities for each role. This may mean developing Job Descriptions if they don't exist or including safety responsibilities into existing Job Descriptions. (*Pro-formas 2.1, 2.2 and 2.3 may be used* as samples. However, they will need to be amended to reflect the operations and management structure).
2. The Job Description of a senior person should include overall responsibility for the SMS. This has been allocated to the Depot Manager in the attached Pro-forma but, in the case of a small business, it could be the accredited operator. *Pro-forma 2.1* is an example of what this might look like.
3. Systems need to be developed to ensure there is staff/management feedback and instruction on safety related issues. These systems could include:
 - A forum for regular discussion between management and staff. In larger organisations this may include a Work Health and Safety Committee. In smaller organisations this could include regular meetings and/or tool box talks. Minutes of these meetings should be kept (see *Pro-forma 2.4*)
 - Regular programs of training and instruction for staff and supervisors (see Element 6 below)
 - Noticeboards, memos, payslip notices or other mechanisms for advising staff of particular safety issues.
4. In the case of larger organisations, an organisational chart may be needed showing the relationships and reporting requirements between various positions.

Tools

- Sample Job Description for Depot Manager (*Pro-forma 2.1*)
- Sample Job Description for Driver (*Pro-forma 2.2*)
- Sample Job Description for Mechanic (*Pro-forma 2.3*;
- Sample Record of Staff Meeting (*Pro-forma 2.4*).

Pro-forma 2.1 Sample Job Description: Depot Manager

Reporting Lines:

The Depot Manager reports directly to the Proprietor/Managing Director

Job Purpose:

The Depot Manager has overall responsibility for ensuring the service runs efficiently safely and to budget. The Depot Manager has responsibility for ensuring requirements are met, including overall responsibility for the implementation and monitoring of the organisation's safety management system.

Responsibilities:

- Provide leadership on safety and service issues.
- Manage operations and staff to ensure that services are provided in an efficient, safe and cost-effective manner.
- Ensure budget requirements are achieved.
- Integrate safety and other requirements into the position descriptions, performance agreements and work plans of staff.
- Ensure effective communication processes across all functional areas.
- Ensure regular consultative meetings (eg WHS Committee) between staff and management.
- Involve staff in the development of safe work practices.
- Encourage staff to be aware of unsafe activities and to participate in identifying unsafe areas including ideas on improvements and training.
- Ensure that information on safety issues is regularly communicated to staff.
- Ensure risk management systems (including the Risk Register) are in place and regularly reviewed and updated.
- Ensure staff receives the training and resources needed to carry out their responsibilities safely.
- Monitor the performance of drivers and other staff to ensure duties are performed in a safe and professional manner.
- Ensure reporting requirements are met following an incident (including reporting to OTSI, Roads and Maritime and TfNSW).
- Investigate and ensure corrective actions when an incident occurs.
- Evaluate and audit operational and safety systems on a regular basis.

I..... have read and received instruction on the above Job Description and agree to abide by the responsibilities outlined.

S i g n a t u r e D a t e

Pro-forma 2.2 Sample Job Description: Driver

Reporting Lines:

The driver reports to the Manager.

Job Purpose:

Drivers are responsible for operating the bus in a way that ensures the safety of themselves, their passengers and the public. Drivers are required to do this in a manner that abides with Roads and Maritime, TfNSW and the organisation's operational and safety requirements.

Responsibilities:

- Drive allocated buses along specified routes according to shift-board or as directed.
- Ensure the care, safety and comfort of customers.
- Drive any vehicle economically and carefully in accordance with relevant road laws and policies.
- Provide information to the office by two way radio (or any other medium), of any issues such as late running or overloading, which may affect the timetabled service.
- Report all incidents and injuries. This includes completing school student misbehaviour reports, accident report forms and incident reports, as required.
- Accurately complete all necessary recording procedures ie daily journals, time records, customer loading data, fuel and charter records.
- Complete vehicle pre-departure checks.
- Report any damage, defect or repairs needed to the bus in the defect book.
- Maintain the vehicle in a clean condition.
- Be responsible for any or all of the following: cash and tickets, fares, checking passes, operating ticket machines, and giving correct change.
- Not perform or attempt to perform Transport Safety Employee work under the influence of Drugs or Alcohol. **Note:** A maximum Blood Alcohol Limit of **0.02** applies to drivers.
- Report to management any person you believe is under the influence of a drug and/or alcohol.
- Report any matters relevant to the currency of your driver's licence or driver authority to your manager (including traffic offences and criminal charges).
- Report to your manager any health or other issue that may affect your fitness to drive.
- Follow policies, procedures and safety instructions.
- Wear all safety gear issued including fluorescent vests, hats and boots.
- Participate in training and staff meetings as required.

I.....have read and received instruction on the above Job Description and agree to abide by the responsibilities outlined.

Signature

Date

.

Pro-forma 2.3 Sample Job Description: Workshop Mechanic

Reporting Lines:

The workshop mechanic reports to the Depot Manager

Job Purpose:

Workshop mechanics are responsible for carrying out maintenance and repair services to ensure that vehicles operate safely, reliably and efficiently. Mechanics are required to do this in a manner that abides by Roads and Maritime and the organisation's operational and safety requirements.

Responsibilities:

- Undertake day to day vehicle repair and maintenance activities to ensure delivery of services.
- Fulfil vehicle preventative maintenance schedules and requirements.
- Maintain vehicle monitoring and reporting systems as required by Roads and Maritime.
- Respond to, investigate and repair vehicles as notified by drivers in vehicle defect books.
- Maintain a safe and tidy workshop area.
- Work in accordance with safe working procedures and instructions and meet the obligations and ideals of the organisation's safety management system.
- Organise spare parts procurement in line with company policy.
- Maintain professional relationships with administration and driving staff.
- Be available for breakdown and service callouts and on-road incidents as required from time to time
- Not perform or attempt to perform Transport Safety Employee work under the influence of Drugs and Alcohol. **Note:** A maximum Blood Alcohol Limit of **0.02** applies to all Transport Safety Employees (including mechanics).
- Report to management any person you believe is under the influence of a drug and/or alcohol.
- Report all health issues or other issues that may affect your fitness to work.
- Follow policies, procedures and safety instructions.
- Wear all safety equipment issued including fluorescent vests, safety goggles, hearing protection and boots.
- Participate in training and staff meetings when required.

I..... have read and received instruction on the above Job Description and agree to abide by the responsibilities outlined.

Signature..... Date

Pro-forma 2.4 Sample Staff Meeting/Communication Record

Meeting Date:

Attendees:

Item		Issues Identified	Action Required	Person Responsible	Date for Completion
1. Matters Arising					
0. Incidents and Accidents	No of incidents for period:				
2. Risk Register					
3. Injury register	No of injuries for period:				
4. Vehicles/ routes/roster issues					
1. Workplace inspection reports					
5. Training issues					
6. Security issues					
7. Audit issues					
0. Other issues					

Signature of Manager: _____ **Date:**

Element 3: Risk Management

What is required?

The centrepiece of an operator's SMS is risk management. Risk management is also an obligation under Work Health and Safety legislation.

Risk management means taking active steps to identify and control those things ("hazards") that could cause harm to employees, passengers or the public. Hazards can arise from a variety of sources; for example:

- Employees (eg a driver turning up for a shift unfit for duty)
- Passengers and the public (eg violent passengers, school children failing to wear seat belts)
- Vehicles (eg the need for more frequent maintenance of an older bus)
- Operational conditions (eg fatigue from long-haul coach driving or secondary employment)
- Environmental conditions (eg servicing an area subject to ice and snow).

Examples of some common hazards faced by operators are listed at Table 2.

Hazards can vary between operators. However, whatever the circumstances, a documented process to identify and manage the hazards faced by the organisation is needed. A *Risk Register* is one mechanism for recording this information in a simple and coherent way.

How to implement this requirement

1. Develop a Risk Register document. Pro-forma 3.1 illustrates what this may look like.
2. Think about all areas of the organisation and the services it provides to identify potential hazards. This involves looking at past experience and thinking creatively about the future to identify what has or could go wrong. This will involve working closely with personnel. Some operators may set up teams of managers and staff to undertake this task.

A number of the systems outlined in this Manual will also feed into the hazard identification process. For example:

- formal consultation/communication processes (Element 2)
- inspections of vehicles (Element 4), workshop and depot
- employee monitoring activities (Element 5)
- incident reports and investigations (Element 7)
- audits (Element 8).

From time to time, Roads and Maritime and OTSI may issue Information Alerts on particular safety issues. These issues should also be fed into your hazard identification process.

A list of some common hazards faced by bus operators is included at *Table 2*. Note that this list is not exhaustive and the organisation should undertake its own risk assessment to identify the hazards that could impact on its business.

3. Once hazards faced by the service have been identified, they need to be included on the Risk Register.
4. As each hazard is noted on the Risk Register, the risk that the hazard poses in terms of safety needs to be assessed. Risk is measured in terms of both:
 - Severity (eg has the hazard the potential to kill, cause a serious injury or only a minor injury?)
 - Likelihood (eg how likely will this hazard arise: almost never, reasonably often, all the time?).

A hazard which is likely to occur and will result in death or serious injury is obviously a greater risk than one which is unlikely to occur and will only result in a bump or scratch. Assessing the risk will enable prioritisation, allowing resolution of the most serious safety issues first. The *Risk Matrix at 3.2* has been provided to aid you in this assessment/prioritising process.

5. When assessment of the risk that the issue poses is complete, document this on the Risk Register along with ways to resolve the problem, and a person or persons responsible for implementing this action. These issues are best determined in consultation with staff eg via a regular meeting or other mechanism. A realistic timeframe should be set for resolving the issue and also noted on the Risk Register. However, when a hazard poses a critical risk threat to life, it should be dealt with immediately.
6. Nominate one person in your organisation who has overall responsibility for reviewing and updating the Register (see Element 2).

Note: It is critical that operators (as part of their risk management approach) regularly monitor the driving performance of their employees. Dangerous or hazardous driving performance has the potential to place the travelling public at risk. Bus operators should advise Roads and Maritime in the event that they have taken disciplinary action against a driver for dangerous or hazardous driving. Where an operator knows that a driver has lost his/her driver licence, or has been charged by the Police for a driving related offence, he/she must inform Roads and Maritime accordingly.

Tools

- Sample Risk Register (*Pro-forma 3.1*)
- Risk Assessment Matrix (*Pro-forma 3.2*).

Further Help

All Aboard: Managing Hazards in the NSW bus and coach industry (DVD), Bus and Coach Association of NSW, 2005

Common Bus Industry Hazards

Type of Hazard	Potential Hazard

Employee-related

- Drug and alcohol consumption
- Fatigue (including that resulting from secondary employment)
- Fitness/medical complaints
- Loss of Licence/Driver Authority

- Dangerous or hazardous driving

Passengers and public:

- Terrorism/security threats
- Violent/aggressive passengers
- Schoolchildren misbehaviour (including refusal to wear seat belts)
- Elderly/disabled passengers (eg slips and falls)
- Passengers (including school children) getting on/off bus
- Road rage

Vehicles

- Lack of appropriate maintenance
- Poor ergonomic seating
- Poor vehicle visibility
- Doors that have the potential to trap passengers
- Risk of on-board fires (eg gas buses, loose wiring)

Operational conditions

- Long-haul driving
- Trucks and other heavy vehicles on bus route
- Hazardous substance exposure
- Noise (workshop mechanics)
- Pits and grease (slips and falls)
- Collisions in depot

Environmental conditions

- Ice, snow, fog
- Steep or windy roads
- Unpaved or narrow roads
- Roads with high speed limits
- Wet weather conditions
- Kangaroos and other animals

Table 2: Examples of hazards faced by bus operators

Pro-forma 3.1 Sample Risk Register

- This Risk Register is to be used to record all hazards or safety issues identified by staff and management.
- The Risk Rating is to be determined by using the Risk Matrix at the 3.2

Hazard	Likelihood	Severity	Risk Rating	Recommended Controls	Responsible Officer
<i>Drug and Alcohol Consumption</i>	<i>Likely</i>	<i>Death or permanent disability</i>	<i>1</i>	<i>Implementation of Drug and Alcohol Program including: Information and Training Testing Procedures Remedial Procedures Drug and Alcohol Policy</i>	<i>Managing Director Training Officer Testing Officers Supervisors Managing Director</i>
<i>Security Threats</i>	<i>Unlikely</i>	<i>Death or permanent disability</i>	<i>2</i>	<i>Liaison with Police, State Rail and other operators who service Transport Interchanges Emergency/bomb threat procedures Pre-departure, in-service bus inspection</i>	<i>Managing Director WHS Committee Driver supervisor to instruct drivers</i>
<i>Black Ice</i>	<i>Unlikely (depending on location eg Blue Mountains)</i>	<i>Death or permanent disability</i>	<i>2</i>	<i>Drivers made aware of the need for care when travelling in areas of black ice. In particular, drivers to take note of advisory signage</i>	<i>Driver supervisor to brief drivers</i>
<i>Animal strikes</i>	<i>Very likely (in some regional areas)</i>	<i>Death or permanent disability</i>	<i>1</i>	<i>Drivers to reduce speed when driving in early mornings, late afternoons and at night to avoid animal strikes Buses to be fitted with Bull Bars and driving lights</i>	<i>Driver supervisor to brief drivers Workshop foreman</i>
<i>Fog</i>	<i>Unlikely</i>	<i>Death or permanent disability</i>	<i>2</i>	<i>Drivers to reduce speed when driving in foggy conditions Buses to be fitted with fog lights</i>	<i>Depot Manager to brief drivers Workshop foreman</i>
<i>Driver Fatigue</i>	<i>Likely</i>	<i>Death or permanent disability</i>	<i>1</i>	<i>Timetables are constructed to ensure drivers are not required to exceed driving hours. Secondary employment is recorded and monitored to ensure that it does not impact on safety.</i>	<i>Depot Manager</i>

<i>School children misbehaviour (including not wearing seat belts)</i>	<i>Likely</i>	<i>First aid</i>	<i>4</i>	<i>School/parent liaison and formal warning issued Reporting misbehaviour via TfNSW Database Training of drivers in School Student Code of Conduct De-brief for any affected drivers</i>	<i>Driver Supervisor “ “</i>
<i>Faulty safety critical equipment</i>	<i>Unlikely</i>	<i>Death or permanent disability</i>	<i>2</i>	<i>Drivers undertake pre-departure checks to ensure the serviceability of vehicle lights, indicators, brakes, steering etc and report anomalies</i>	<i>Driver Supervisor to brief drivers/Drivers to undertake pre-departure checks.</i>
<i>On-board Fire</i>	<i>Likely</i>	<i>Death or permanent disability</i>	<i>1</i>	<i>Training of staff (including fire extinguisher training) Evacuation Procedures Incorporation of fire risk into pre-departure/end of shift inspections for drivers Incorporation of fire risk minimisation into bus maintenance procedures</i>	<i>Driver Supervisor Workshop foreman</i>
<i>Heavy Vehicle Traffic along bus route</i>	<i>Likely</i>	<i>Death or permanent disability</i>	<i>1</i>	<i>Liaison with Truck company to see if HV route or timetable can be varied (eg outside school bus times) Liaison with local Council/Roads and Maritime to develop solution Communication with HV driver (eg via CB radio if available)</i>	<i>Depot Manager Depot Manager Bus Driver</i>
<i>Sudden movement of children at Bus Interchanges</i>	<i>Likely</i>	<i>Death or permanent disability</i>	<i>1</i>	<i>Liaison with other bus operators to synchronise bus arrivals/departures Training of bus drivers in safe pick-up/drop-off procedures Liaison with schools/P&CA to highlight problem</i>	<i>Depot Manager Driver Supervisor Depot Manager</i>
<i>Location of rural school bus stops</i>	<i>Unlikely</i>	<i>Death or permanent disability</i>	<i>2</i>	<i>Liaison with parent prior to commencement of school term regarding children pick up/drop off stops. Consider the “Advice for choosing locations of informal School bus stops” released by Centre for Road Safety Driver to report to manager any stops with poor traffic visibility or other hazard Liaison with Local Council/RMS regarding suitable traffic/road controls</i>	<i>Depot Manager Driver Depot Manager</i>

Pro-forma 3.2 Risk Assessment Matrix

When hazards are identified the risk of each hazard needs to be assessed. Risk is measured in terms of both:

- Severity (eg has the hazard the potential to kill, cause permanent disability or only a minor injury)
- Likelihood (eg how likely will this hazard arise: very likely, likely or very unlikely).

The Risk Matrix below can be used to assess the risk of identified hazards. The Risk Matrix also assigns a numerical priority (from 1 to 6) for each hazard eg a hazard that is very likely and could potentially kill gets a “1” priority; a hazard which is very unlikely and would result only in first aid gets a “6” priority. This priority or risk rating should be recorded on the Risk Register.

	Likelihood: How likely is it to be that bad?			
Severity: How severely could it hurt someone or how ill could it make someone?	Very Likely Could happen anytime.	Likely Could happen at some time.	Unlikely Could happen but very rarely.	Very Unlikely Could happen but probably never will.
Kill or cause permanent disability or ill health.	1	1	2	3
Long term illness or serious injury.	1	2	3	4
Medical attention and several days off work.	2	3	4	5
First Aid Needed.	3	4	5	6

Risk Rating:

1-2: High Risk (Action now)

3-4: Moderate Risk (Action soon)

5-6: Low Risk (Action when practicable)

Element 4: Procedures and Documentation

What is required?

To ensure safety it is vital that operators have documentation that provides guidance to managers and staff on how to perform core activities safely.

Bus Maintenance

Under current accreditation conditions operators need a bus maintenance system which ensures vehicles are serviced on a regular basis in accordance with the manufacturer's specifications and are safe at all times. This includes documentation to ensure:

- Inspection of buses as part of driver departure and sign on procedures
- Reporting of damage or defects to buses
- Scheduled and regular maintenance of buses in accordance with manufacturer's specifications.

Further information and sample documentation relating to vehicle maintenance can be found at

<http://www.rms.nsw.gov.au/buses>

Other Activities

In addition to documentation relating to bus maintenance, operators need procedures for work activities that pose a significant risk. As a minimum, operators must have procedures for:

- Driver health management (*Pro-forma 5.1*)
- Incident management (*Pro-forma 7.1*).

Where your organisation services a major transport interchange you will also require procedures for security management (eg bomb threat). Sample procedures on security management are provided at *Pro-forma 4.1*.

How to implement this requirement

1. Use Pro-formas in the Operator Accreditation Manual as examples on how to develop documentation relating to bus maintenance.
2. Use Pro-formas in this SMS Manual as examples for how to develop work procedures for other activities where documentation is mandatory (eg driver health and incident management). Discuss the procedures with staff who are involved in these activities to ensure that all hazards are covered.
3. Use the Pro-formas as examples to develop written procedures for any other activities which pose a safety risk to your business.
4. When procedures are finalised they should be signed off by the owner or senior management.
5. All staff involved in these activities need to be instructed and trained in these procedures, including the need for drivers to complete pre-departure checks and to complete and submit the necessary documentation. Instruction can take place via:

- Regular meetings/tool box talks with staff (see Element 2)
 - Formal training and instruction (see Element 6).
6. Written procedures should be provided to staff undertaking each activity eg included in an Employee Handbook if one is available. It is also helpful to post a copy of the procedures near the work activity eg fix a laminated copy of the bus maintenance procedure next to where that activity takes place.
 7. Managers and supervisors should regularly supervise the work of employees (where possible) to ensure that procedures are being followed.

Further Help

- <http://www.rms.nsw.gov.au/business-industry/buses/operators/index.html>
- *Bus Security: A Tool Kit for Operators*, Ministry of Transport, 2006

Pro-forma 4.1 Sample Security Management Procedures

Purpose

The organisation recognises that terrorism is a real threat. The organisation's security procedure aims to mitigate this threat by reporting suspicious behaviour, undertaking regular bus inspections and emergency planning and practice.

Reporting

The first line of defence in combating terrorism is vigilance. Bus drivers therefore need to report any suspicious behaviour that they may observe. Drivers should be particularly vigilant around transport interchanges such as rail stations and during major sporting and entertainment events. Suspicious behaviour could include persons:

- Loitering at interchanges with no apparent intention of using transport services
- Taking photographs or making sketches of transport facilities
- Attempting to evade notice when detected.

Drivers are to report any suspicious behaviour to the depot via two way radio (or any other medium). The depot will notify the Police.

Inspections

Drivers will undertake a thorough internal and external inspection of their vehicle:

- Prior to the commencement of each shift as part of the sign-on procedure
- At the end of each shift as part of the sign-off procedure.

If any unattended items are discovered during this process drivers are not to touch or handle these packages. Rather they are to adhere to the procedure outlined below.

Suspicious packages

Drivers and other staff who discover unattended items are to undertake a visual assessment utilizing the HOT principle:

- H** Is the item **Hidden**?
- O** Is the item **Obviously** suspicious?
- T** Is the item **Typical** of items usually found in that area?

If the HOT principle leads you to believe that the item is suspicious **do not touch or move the item**. Rather:

1. Evacuate the bus and the immediate area to a minimum of 150 metres
2. Do not use a two way radio or a mobile phone within 150 metres of the bus
3. Contact the depot. Provide the bus location and a description of the item including the type of package, location in bus, etc
4. The depot will contact the Police on the Emergency Line (000)

5. Where a driver is unable to contact the depot they will contact the Police direct (000) and contact the depot at the first available opportunity
6. Follow the instructions given by the Police or other authorities
7. Let passengers know what is happening and ask them to remain clear of the bus as there is a possible threat. Until the Police arrive the public will look to the driver as a potential authority figure so remain calm and do not panic the crowd.

Bomb Threat

Where a driver or other staff member receives a bomb threat they are to:

1. Stay calm
2. Not interrupt the caller and attempt to obtain as much information from the caller as possible. Remember: Who, What, When, Where, Why and How. Make notes if possible
3. After the call do not replace the phone handset. This may assist the authorities in tracing the call.
4. Contact the Police (000). Use another phone to alert authorities and other staff members. (Mobile phones or two way radios are not to be used within 150 metres of the alleged bomb site)
5. Contact the depot and advise them of the threat. The depot will contact all buses in service by two-way (mobile phones not to be used to inform drivers)
6. Inform drivers and passengers not to use mobile phones or two way radios to transmit messages within 150 metres of the alleged bomb site
7. Carry out a preliminary search of bus for any suspicious/unidentified objects
8. Where any unidentified objects are found the driver will follow the Suspicious Package Procedure (above)
9. Upon arrival of Police, advise of the areas searched and follow their instructions.

Signature:

_____ Date
: Proprietor/Managing Director

Element 5: Employee Monitoring

What is required?

Bus/coach owners and operators have an obligation under the NSW Work Health and Safety Act 2011 to ensure the safety of their employees and passengers.

Risks can arise from:

- An illness or injury which may affect the ability of the employee to perform their work
- The consumption of drugs or alcohol
- Fatigue (including that arising from the impacts of secondary employment).

Driver fatigue is the single most significant cause of road crashes involving commercial vehicles. Fatigue is typically caused by lack of regular sleep, insufficient periods off duty and continuous night work without breaks.

The undertaking of secondary employment by drivers has the potential to contribute to fatigue and impact on the provision of safe and reliable bus services.

It should be noted the rostering and monitoring of driver hours will not automatically guarantee fatigue-free drivers.

In order to minimise these risks, owners and operators need to proactively monitor and manage their employees' health and fitness on a regular basis.

How to implement this requirement

1. Operators/managers need to develop:

- A program for monitoring licence and driver authorisation (and therefore health assessment) of drivers (*Pro-forma 5.1*)
- Procedures for the management of employee illnesses which may impact on their fitness for duty. This may include a procedure for triggered health assessments where there is an industrial or administrative agreement between employer and employees (*Pro-forma 5.2*)
- A fatigue management program that complies with legal requirements (*Pro-forma 5.3*)
- A drug and alcohol program that complies with legal requirements (see *Roads and Maritime Services Drug and Alcohol Program Handbook*)
- A working environment which provides support for employees and encourages the self-reporting of ill health without fear of discrimination.

2. Operators/Managers may use Guidelines/Pro-formas 5.1 to 5.4 as examples for these documents. However, health monitoring and drug and alcohol testing of employees are sensitive issues and therefore **these programs need to be discussed with employees (and employee representatives) to encourage**

employee compliance with the program and sign-off on any documentation developed.

Further Help

- Drug and Alcohol Program Handbook, Roads and Maritime Services, 2014
- <http://www.rms.nsw.gov.au/documents/business-industry/buses/boas-drug-alcohol-handbook.pdf>

Guidelines 5.1 Health Monitoring Program

Operators must monitor and, where appropriate, manage the health of their employees on a regular basis to ensure that they are fit for duty.

Driver Authority

Under the *NSW Passenger Transport Act, 1990*, a driver of a Public Passenger Vehicle must hold a Drivers Authority, which has been issued by Roads and Maritime. A Drivers Authority means that a person has been assessed by Roads and Maritime as being fit and proper to drive a public passenger vehicle, which includes an assessment of their medical fitness.

For medical purposes, applicants for a Drivers Authority are assessed by a medical professional against the national Guidelines for Assessing Fitness to Drive (AUSTROADS), the results of which are submitted to the Roads and Maritime for assessment.

The holder of a Driver Authority must submit a medical assessment to Roads and Maritime as follows:

- Under the age of 60 – every three years
- From age 60 years and over – every year
- Drivers with a medical condition – annually or as otherwise specified by Roads and Maritime.

Drivers also have an ongoing obligation, as a condition of their Authority, to notify Roads and Maritime of any changes in their medical condition that may impact upon their fitness to continue to hold that Authority. Failure to do so may result in the revocation of the Authority by Roads and Maritime.

Operator Responsibility

Under the *Passenger Transport Regulation 2007* a bus operator must not permit a person to drive a public passenger vehicle unless they hold an appropriate Drivers Authority. Operators therefore must monitor whether a driver holds a valid Authority on a regular basis. This includes upon initial recruitment and periodically thereafter.

For the purposes of monitoring driver health, this organisation will determine through Roads and Maritime, the following:

- The date the Driver Authority was issued or renewed
- The date when the next medical assessment is due.

Initial Recruitment

Prior to a new driver operating a vehicle for the first time the owner/manager will check to ensure that the driver's licence and authority are valid and current. This can be achieved by:

- Checking the driver's licence status on line via www.rms.nsw.gov.au and following the links to *My RMS*
- Checking the driver's status on line via www.transport.nsw.gov.au and following the links to the *Driver Authority Information System* and/or *MyRecords*.

When satisfied that the licence/authority is current and to provide evidence of this fact the operator will record the driver's licence number, Authority and personal details on the *Driver Register (Pro-forma 8a, Appendix 3, Bus Operator Accreditation Manual)*.

Periodic Assessments

The organisation will ensure that driver's licences and authorities are regularly validated to ensure that only those drivers who are appropriately licensed and authorised are able to drive. This will be achieved via Roads and Maritime *Driver Authority Information System* or *MyRecords System*. A risk management based approach will be adopted to determine the frequency of validation.

Details of the driver's licence and authority and the date each was checked will be recorded on the *Driver Licence and Authority Check Register*

Ongoing Monitoring

Operators have an obligation under the NSW Work Health and Safety Act, 2011 to ensure the safety of their employees and passengers. Where the organisation has reasonable grounds to suspect that an employee is no longer medically fit to perform their duties, then they will take appropriate action to ensure that this situation is remedied as soon as possible. This may include the following:

- Employee Assistance Schemes that provide a support framework to address health related issues
- Employee Rehabilitation and Return to Work Schemes
- Self Referral Schemes that allow employees to report any condition that will affect them performing their duties
- Triggered health assessments (where there is either an industrial or administrative agreement between the employer and employees)
- Referring driver health matters to Roads and Maritime if it cannot be resolved at the operator level. Such referrals must be based on genuine concern and not routine or irrelevant matters.

Driver Reporting

The organisation maintains a self referral scheme that requires employees to report any condition that will affect them performing their duties. This scheme facilitates open communication between staff and management without fear of recrimination.

In line with this scheme employees must notify management of any condition that may affect them from performing their duties.

A driver must also furnish Roads and Maritime, within 48 hours after any change in the physical or mental condition of the driver of which the driver is aware that may affect the driver's ability to drive public passenger vehicles safely, with written details of the change.

Operator Reporting

Operators should contact Roads and Maritime in the event that they have ongoing concerns over a driver's fitness to drive.

Additionally, operators must advise Roads and Maritime in cases where a driver has been medically retired, or has retired of their own volition due to ill health within 48 hours after becoming aware of it.

Pro-forma 5.2 Sample Triggered Health Assessment Procedure

1. The Procedure has been developed in full consultation with staff and will be implemented in accordance with the organisation's industrial agreement.
2. A health assessment is triggered by an event that indicates a possible problem with a driver's fitness to drive. Such events may include:
 - Significant illness or injury
 - Recurrent sickness absence
 - Prolonged sickness absence
 - Repeated incidents eg driving accidents etc
 - Reports from peers/supervisors/passengers with regard to driver performance
 - Repeated injuries at work
 - Employee's own request.
3. Where one of the above events occurs the manager may request the employee to be medically assessed for fitness to drive the vehicle types for which they are employed.
4. As per the organisation's industrial agreement, the health assessment will be undertaken by X Medical Centre, and will be conducted in accordance with the national driver medical standards *Assessing Fitness to Drive 2003* (www.austroads.com.au).
5. Action taken as a result of a triggered health assessment shall be in accordance with this organisation's industrial agreement.
6. If there are doubts regarding a driver's fitness to drive, the matter is to be referred to Roads and Maritime for further assessment.

Signature: _____ Date: _____
Proprietor/Managing Director

Note: Roads and Maritime must be notified if a driver is medically retired, or has retired of their own volition due to ill health.

Pro-forma 5.3 Sample Fatigue Management Program

Purpose

The Fatigue Management Program is designed to address the factors behind fatigue as far as practicable.

Fatigue Management Work and Rest Hours

Drivers of fatigue-regulated vehicles must comply with certain maximum work and minimum rest limits under the Heavy Vehicle National Law (HVNL).

Bus drivers working for this organisation must comply with one of the following two work and rest hours options under the HVNL, including the night rests. Management will inform the driver of which option they are working under at the commencement of their employment and will notify the driver of any change if and when required.

Standard hours – work and rest hours requirements

Option 1: The table below applies to solo drivers.

In any Period...	A driver must not work for more than a maximum of...	And must have the rest of that period off work with at least a minimum rest break off...
5 1/2 hours	5 1/4 hours work time*	15 continuous minutes rest time
8 hours	7 1/2 hours work time	30 minutes rest time in blocks of 15 continuous minutes
11 hours	10 hours work time	60 minutes rest time in blocks of 15 continuous minutes
24 hours	12 hours work time	7 continuous hours stationary rest time
7 days	72 hours work time	24 continuous hours stationary rest time
14 days	144 hours work time	2 x night rest breaks# and 2 x night rest breaks taken on consecutive days

Option 2: The below table applies to solo drivers in the bus and coach sector.

In any Period...	A driver must not work for more than a maximum of...	And must have the rest of that period off work with at least a minimum rest break off...
5 1/2 hours	5 1/4 hours work time*	15 continuous minutes rest time
8 hours	7 1/2 hours work time	30 minutes rest time in blocks of 15 continuous minutes
11 hours	10 hours work time	60 minutes rest time in blocks of 15 continuous minutes
24 hours	12 hours work time	7 continuous hours stationary rest time
7 days		6 x night rest breaks#

28 days	288 hours work time	4 x 24 hours continuous hours stationary rest time
---------	---------------------	--

**Stationary rest time is the time a driver spends out of a heavy vehicle or in an approved sleeper berth of a stationary heavy vehicle. #Night rest breaks are 7 continuous hours stationary rest time taken between the hours of 10pm on a day and 8am on the next day (using the time zone of the base of the driver) or a 24 continuous hours stationary rest break.*

**Work Time includes driving and any other task related to the operation of the bus or coach e.g. refuelling, pre-departure checks, attending to passengers, etc.*

Apart from the Standard Hours options, operators may implement either the Basic Fatigue Management (BFM) or Advanced Fatigue Management (AFM) regimes. While these regimes offer operators more flexible hours, they require additional record keeping, training requirements and accreditation under the National Heavy Vehicle Accreditation Scheme (NHVAS).

Work Diary

Drivers must complete a work diary to provide evidence that their work and rest hours are compliant with the Heavy Vehicle National Law and that their fatigue is being managed. A new "National Work Diary" was introduced on 10 August 2014 stipulating driver requirements. A work diary is required to be carried and completed, as it is an important part of monitoring driver fatigue. Refer Section [222A](#) and [291](#) of the Heavy Vehicle National Law for additional information.

The following Work Diary exemptions apply in NSW:

- Drivers undertaking TfNSW Contracted Work (School and Regular Route) do NOT need a Work Diary whatever the distance.
- Drivers doing other types of work (e.g. Charter, Coach) only need Work Diary when travelling more than 100km radial distance from their base.
- If operator does TfNSW contract work AND charter work, a Work Diary would be required if the charter extends beyond 100km distance from the depot. In that case, a Work Diary would need to be completed for ALL work on that day.

Secondary Employment

Drivers MUST advise their supervisor whenever they engage in secondary employment, including details of work and rest hours. The performance of drivers with secondary employment will be monitored to ensure that such employment does not cause fatigue.

Training and Instruction

Drivers will be advised of:

- The nature of fatigue and the effect of lifestyle on fatigue levels;

- The need to manage their lifestyle to minimise fatigue including the need to get adequate sleep, manage any medications they may take and to curb recreational activities prior to duty that may lead to fatigue;

Management is responsible to ensure training and regular communication with staff regarding fatigue management occurs.

Driver Reporting

Drivers are to advise their supervisor of any issue (including work outside the organisation and the use of medications) that may impact on fatigue levels. Failure to report such issues may result in disciplinary action. Drivers are also required to report if they feel particularly fatigued prior to a shift. Reports are to be made to the duty supervisor.

Driver Support

This organisation will provide assistance to drivers to help manage their fatigue levels. Such assistance includes varying rosters where possible, Employee Assistance Programs and similar measures. For assistance, staff are to discuss their issues with their supervisor.

Signature: _____ Date:
Proprietor/Managing Director

Guidelines 5.4 Drug and Alcohol Program Guideline

The *Passenger Transport Act 1990 (the Act)* requires bus operators in NSW to ensure that their bus safety employees are not under the influence of drugs or alcohol while on duty for bus safety work. In achieving this outcome, the *Act* also requires operators to prepare and implement a drug and alcohol program for their bus safety employees that comply with the guidelines published by Roads and Maritime Services.

The requirements for drug and alcohol programs are set out in the Guidelines relating to Drug and Alcohol Programs for Bus Operators (“the Guidelines”), which can be downloaded from the website at www.rms.nsw.gov.au/buses.

The Drug and Alcohol Handbook for Bus Operators is designed to assist accredited bus operators to prepare and implement a drug and alcohol program that meets these requirements.

What are the Legal Limits for Drug and Alcohol Use?

It is illegal to carry out, or be on duty for, bus safety work while:

- Under the influence of drugs or alcohol
- Having a Blood Alcohol Content (BAC) of 0.02 or over.

Both operators and employees have an obligation to ensure these legal requirements are met.

What is a drug and alcohol program?

A drug and alcohol program is an integrated set of work practices and procedures designed to manage the risk of drug and alcohol use in your organisation. It ensures that operators take responsibility for the safety of their operation, and that employees are aware of their safety responsibilities in relation to drug and alcohol use.

Bus Safety Employees

Only “bus safety employees” are covered by the requirements of the *Act*. A bus safety employee includes anyone who is a paid employee, a contractor, volunteer or the accredited operator when involved in:

- Driving or operating buses, loading/disembarking passengers, or the movement of buses
- Repairing, maintaining or upgrading buses, bus terminals or bus maintenance facilities
- Developing, managing or monitoring safe working systems for bus services.

Not every employee will be a “bus safety employee”. While operators may choose to implement a drug and alcohol program that covers all employees (for example, typists and cleaners) only bus safety employees will be subject to the penalties and obligations under the *Act*.

What does a drug and alcohol program look like?

The requirements for drug and alcohol programs are set out in the *Act* and in the Guideline. These require operators to:

- Assess the safety risks posed by drug and alcohol use
- Consult with employees on the content of the drug and alcohol program
- Develop and disseminate a drug and alcohol policy
- Educate and inform staff
- Authorise test supervisors to oversee drug and alcohol testing
- Develop and implement adequate testing arrangements
- Implement remedial action when a drug or alcohol problem is encountered
- Notify Roads and Maritime Services of problems and positive results, and ensure records are kept. Notifications are to be forwarded to Roads and Maritime via email - danotify@rms.nsw.gov.au
- Review and evaluate the program.

The level of detail in your drug and alcohol program will largely depend on the size of your operation, how well you know the activities of your staff and the risks that drug and alcohol use pose to your organisation.

Drug and Alcohol Program Handbook

Roads and Maritime has developed a Drug and Alcohol Handbook to provide specific assistance to bus operators on drug and alcohol issues. The Handbook provides a step-by-step guide to preparing a drug and alcohol program. In particular, it:

- Summarises the requirements of the legislation and Roads and Maritime's Guidelines
- Describes how operators can implement these requirements in their drug and alcohol program
- Provides samples and pro-formas that operators can adapt for their own use.

An electronic copy of the Handbook (including pro-formas) can be obtained from the website www.rms.nsw.gov.au/buses to enable operators to download the necessary forms for inclusion in their Drug and Alcohol Program.

Element 6: Training and Education

What is required?

Bus and coach operators require systems to ensure managers and employees are appropriately trained. This includes both induction training for new staff and ongoing training for current staff.

How to implement this requirement

1. All new staff must receive induction training in the organisation's policies and procedures (including safety). The *Staff Induction Checklist (Pro-forma 6.1)* may be used to ensure relevant issues have been covered and to provide evidence that the training has been undertaken.
2. Operators need to determine the skills required by existing staff to do their work. Sample competencies for bus drivers are included in the *Training Skills Analysis (Pro-forma 6.2)*. Operators should adapt this Pro-forma to suit the particular circumstances.
3. Measure the competency of staff against the required skills (eg by using the Training Skills Analysis). Operators may choose to do this as part of the annual performance review of staff.
4. Develop training programs for staff to fill any gaps in employees' competency. A *Training Register (Pro-forma 6.3)* can be used to provide a record of the training received by all staff within your organisation.
5. Include records of training, along with records of qualifications, in the personnel records of each staff member.

Tools

- Sample Staff Induction Checklist (*Pro-forma 6.1*)
- Sample Training Skills Analysis (*Pro-forma 6.2*)
- Sample Training Register (*Pro-forma 6.3*)

Pro-forma 6.1 Sample Staff Induction Checklist

Name of Inductee:	Commencement Date:
Workplace:	
Position:	Signature:

Topic	Signature of Trainer	Signature of Inductee*
1. Safety Policy and SMS overview		
0. Job Description, Responsibilities and Reporting Arrangements		
1. Communication/Consultation – Meetings, Safety Representative, Noticeboard, Employee Handbook		
2. Safe Work Procedures, PPE for the work they will be undertaking.		
2. Pre-departure checks and Sign on		
3. Pedestrian, Traffic Management Plan, Entry/Exit, Parking		
3. Driver health requirements Driver understands the need to: <ul style="list-style-type: none"> • Report any loss/change to their licence/ authorisation • Report any injury or illness (including mental illness) that may affect their fitness to drive (including Roads and Maritime). • Renew their licence/authorisation periodically to ensure currency. 		
8. Fatigue Management Driver understands the need to: <ul style="list-style-type: none"> • Abide by driver hour limits. • Manage their own lifestyle activities including sleep patterns, medication and recreational activities to minimise fatigue. • Advise the operator of any issue including secondary employment activities that may impact on fatigue levels. 		

* Employee should ask trainer to repeat instruction if anything is unclear about an issue.

9. Drug and Alcohol Employee understands: <ul style="list-style-type: none"> • Zero tolerance policy: penalty for drug/alcohol consumption. • Procedure for testing. • Roles and responsibilities of management/staff regarding drugs and alcohol. 			
10. Hazard and Injury Reporting.			
11. Critical Incident Reporting and procedure.			
12. Workers compensation and Return to Work policy.			
13. Introduction to Fire Wardens, First Aiders.			
4. Location of Emergency exits, fire fighting equipment and first aid kit.			
14. Emergency and Security Procedures.			
Comments: 			
Person Conducting Induction:		Date:	
Position:		Signature:	

☐ **Employee should ask trainer to repeat instruction if anything is unclear about an issue.**

Pro-forma 6.2 Sample Training Skills Analysis

Name Position **Bus Driver**

Mandatory Requirements:

Appropriate Licence

☐

Document sighted and filed

Driver Authority

☐

Document sighted and filed

Competency	Current Skills and Knowledge	Training Required
Two-way Radio		
Ticketing and Fare Management		
Customer Service		
Timetable/Route knowledge		
Sign-on and pre-departure procedures		
Driving (including defensive driving) performance		
Drug and Alcohol/smoking requirements		
Fatigue Management (including lifestyle issues and secondary employment considerations)		
Health management requirements and reporting		
Vehicle defect procedure		
Managing school children behaviour		
Managing aggressive/unruly behaviour		
Safety equipment requirements including fire extinguisher training		
Incident management and reporting		
Emergency and Evacuation Procedures		
Other		

Name of Assessor: _____ **Date:** _____

Pro-forma 6.3 Sample Training Register

Employee Name	Position	Driver Authority	Date Employed	Induction Training	Supervisory Skills	WHS Committee Training	First Aid Officer Training	Customer Service	Defensive Driving	Emergency/ Security Management	Incident/Injury Reporting	
Bob Brown	Driver	9002	23/7/01	23/7/01				23/3/04	14/6/05	24/7/05	9/1/06	
Phil Jones	Driver	9393	29/1/03	29/1/03				23/3/04	14/6/05	24/7/05	9/1/06	
Brian Partridge	Driver	3245	7/4/02	7/4/02		9/4/02		23/3/04	14/6/05	24/7/05	9/1/06	
Nick Tabley	Driver	344	3/5/05	3/5/05		9/4/02			14/6/05	24/7/05	9/1/06	
Brian Willis	Mechanic		23/7/93	23/7/63			4/6/03			24/7/05	9/1/06	
Hamish Walsh	Driver	4367	4/3/99	4/3/99				23/3/04	14/6/05	24/7/05	9/1/06	
George Black	Driver	2099	3/6/00	3/6/00		9/4/02		23/3/04	14/6/05	24/7/05	9/1/06	
Matt Smith	Driver	811	24/7/02	24/7/02				23/3/04	14/6/05	24/7/05	9/1/06	
Greg Murphy	Driver	445	2/9/99	2/9/99				23/3/04	14/6/05	24/7/05	9/1/06	
Linda Rampling	Office		3/7/04	3/7/04		9/4/02	4/6/03	23/3/04		24/7/05	9/1/06	
Charles Malone	Manager		4/6/96	4/6/96	31/7/00	9/4/02	4/6/03	23/3/04		24/7/05	9/1/06	

Element 7: Incident Management and Monitoring

What is required?

Incidents such as serious accidents or injuries to drivers passengers and the public can threaten the viability of your business. Appropriate systems to monitor and manage incidents are therefore a vital part of an operator's risk management system.

Bus operators are under a legal obligation and a community expectation to professionally manage the immediate impact and aftermath of any accident. In the event of an emergency it is vital that the organisation's response is prompt and well organised.

Procedures are required to:

- Manage the immediate impact of a critical incident (*Pro-forma 7.1*)
- Comply with government reporting and investigation requirements (*Pro-forma 7.2*).

How to implement this requirement

1. Develop procedures which outline how critical incidents or emergencies will be managed in the organisation. These procedures should outline:
 - Who will be responsible for managing various aspects of the emergency (eg overall coordination, onsite management, media management and psychological support)
 - Emergency communication arrangements
 - The sequence of events (particularly for drivers) in the event of an emergency.

Pro-forma 7.1 provides an example of what your critical incident management procedure might look like.

2. Beyond managing the immediate impact of the incident various reporting requirements are mandated by government agencies, including OTSI and Roads and Maritime. *Table 3* outlines these requirements. Each organisation needs a procedure to ensure these reporting requirements are met. The Sample *Incident Reporting and Investigation Procedure* (*Pro-forma 7.2*) can be used as the basis for this procedure.
3. Ensure all staff and management are trained so they understand these procedures (see Element 6).
4. Where the incident is critical a formal investigation will be required. If so utilise the Sample *Critical Incident Report Form* (*Pro-forma 7.3*). Where the problem can't be immediately resolved it may also need to be included in the *Risk Register* (see Element 3).
5. Ensure all incidents are included on the Bus Incident Management Database. This can be accessed from <https://appln.transport.nsw.gov.au/portal/home>

6. Perform monthly reviews of your incident data (your records can be accessed from the Bus Incident Management Database). You may use this data as part of a regular meeting of staff, in which case your *Safety Meeting Record (Pro-forma 2.4)* can be used for this purpose.

Tools

- Sample Critical Incident Management Procedure (*Pro-forma 7.1*)
- Sample Incident Reporting and Investigation Procedure (*Pro-forma 7.2*)
- Sample Critical Incident Report Form (*Pro-forma 7.3*)

Further Help

- *Bus and Coach Operators Incident Management Guidelines*, Bus Industry Confederation, 2004 (downloadable via www.bic.asn.au)
- OTSI Reporting Procedure (Appendix 7a, *Bus Operator's Accreditation Manual*)
- Guidelines for Managing School Student Behaviour on Buses (downloadable via www.transport.nsw.gov.au)

Pro-forma 7.1 Sample Critical Incident Management Procedure

Purpose

The organisation is committed to maintaining effective emergency procedures to protect the safety of employees and members of the public.

Emergencies

Emergencies are abnormal or dangerous situations that require immediate attention. They may include:

- Serious injury to staff or public
- Serious vehicle accident
- Armed hold-up or other violent or life threatening incident.

Responsibilities

The following table outlines the responsibilities of various persons in the event of an emergency:

Driver: Immediate Response	Proprietor/Managing Director: Overall management and Media	Bus Depot Manager: On- site Management and Follow-up
Responsible for: Alerting depot and emergency services. Evacuating passengers and rendering area safe. Responding to requests for assistance from Emergency Service personnel as required. Completing a Critical Incident Management Report on return to base.	Responsible for: Coordination of the organisation's emergency response ie provision of replacement services etc. The Proprietor/Managing Director will nominate a back-up person in case they are not available on the day. All media enquiries, interviews and press releases.	Responsible for: Management at the emergency scene. Reporting to government agencies (eg OTSI and Roads and Maritime) and formally investigating incident. Coordinating psychological counselling for affected staff as required.

Emergency Communications

The driver is to contact the base via the depot's Emergency Hotline Number. Where this number is engaged or the emergency occurs after business hours, the driver should contact:

- The proprietor
- Bus Depot Manager.

Emergency Procedure

1. The driver will contact the depot and emergency services (phone 000) and provide details of:
 - Nature of the emergency (eg vehicle accident, violent incident, etc)
 - Location of vehicle
 - Nature of the injuries (if any)
 - Whether emergency services have been contacted
 - Any other relevant information.
2. The driver is to evacuate the bus where appropriate and direct the passengers to a safe area. Where persons are injured the driver will provide all possible assistance until help arrives.
3. The Depot Manager and appointed staff are to visit the scene of the emergency to lend any necessary assistance to the driver and other parties until emergency services arrive.
4. All media enquiries are to be directed to the nominated media spokesperson.
5. The driver (or Manager if the driver is incapacitated) will complete a Critical Incident Report (*Pro-forma 7.3*) on return to the office.
6. The operator must notify OTSI and Roads and Maritime when required and an internal investigation of the incident is to be conducted. Refer to Incident Reporting and Investigation Procedure (*Pro-forma 7.2*).
7. The issue will be raised at the next staff meeting and listed on the Risk Register (see 3.1) to develop options to prevent recurrence.
8. The driver and affected employees are to be provided with welfare counselling where appropriate.

Signature: _____ Date: _____
Proprietor/Managing

Director

Pro-forma 7.2 Sample Incident Reporting and Investigation

Procedure

Purpose

The organisation's risk management policy, drivers and other staff, will report all incidents involving drivers, passengers and pedestrians. In addition, all critical incidents are to be investigated. This procedure outlines how drivers and operators will meet this requirement.

Procedure

1. All incidents will be reported to the depot manager including:
 - Injuries to staff
 - Injuries to passengers or pedestrians
 - Accidents involving vehicles
 - Incidents of violence, aggression or school children misbehaviour.
2. Where an incident occurs the driver is to advise the operator ASAP. Notification will take place via two way radio and verbally in person when the driver returns to base.
3. On receipt of the notification the depot manager is to ensure all formal notifications take place. This includes reporting to the NSW Office of Transport Safety Investigations (OTSI) and Roads and Maritime. For more information on what type of incidents are to be notified go to www.otsi.nsw.gov.au or www.rms.nsw.gov.au/buses.
4. Where the incident involves a *vehicle accident* the driver will complete the organisation's Accident Register on return to the depot.
5. In the case of a *critical incident* the driver or other staff is to provide a written report of the incident by completing Page 1 of the organisations *Critical Incident Report Form*. Critical incidents include (but may not be limited to):
 - Any injury to passengers, pedestrians or members of the public
 - Any injury to an employee requiring time off work
 - Any accident where the vehicle is unable to continue the journey and/or
 - Any violence, aggression or other life threatening incident (including by schoolchildren).
6. The driver is to provide the Critical Incident Report Form to the operator as soon as practicable after the incident.
7. On receipt of this report the depot manager is to investigate the incident. This will involve completing Page 2 of the *Critical Incident Report Form*.
8. In investigating the incident the depot manager is required to:
 - Consult with relevant staff including the employee representative or safety manager where appropriate

- Consult with relevant authorities including Police, Roads and Maritime, Emergency Services and OTSI as appropriate
 - Examine the work area where the incident took place
 - Examine the bus and other relevant evidence
 - Examine the operational activities or steps leading up to the incident.
9. The investigation is to focus on both the immediate reason for the incident (eg coach driver hurt back lifting bags) and underlying causes of the incident (eg driver fatigued, no training on manual handling, etc).
10. The investigation is to be a collaborative approach to devise strategies to prevent a similar incident from occurring in the future.
11. The results of the investigation (including remedial action) are to be recorded on Page 2 of the *Critical Incident Report Form*. The depot manager will:
- Discuss the incident at staff meetings (including WHS Committee where appropriate)
 - Assess and include the issue on the organisation's Risk Register.

OTSI may request that their investigation form is to be completed. If so, this is to be completed.

12. The investigation report is to be reviewed within 2 months to identify whether all remedial action has been completed. The form is then to be filed in the critical incident folder.

Signature: _____ Date: _____
 Proprietor/Managing Director

Note: Some incidents may require that a report be furnished to the NSW Police. A flowchart depicting the reporting process is detailed on the following page. Such incidents may involve (but not restricted to) malicious damage to vehicles (through object throwing, graffiti) or incidents which involve personal injury.

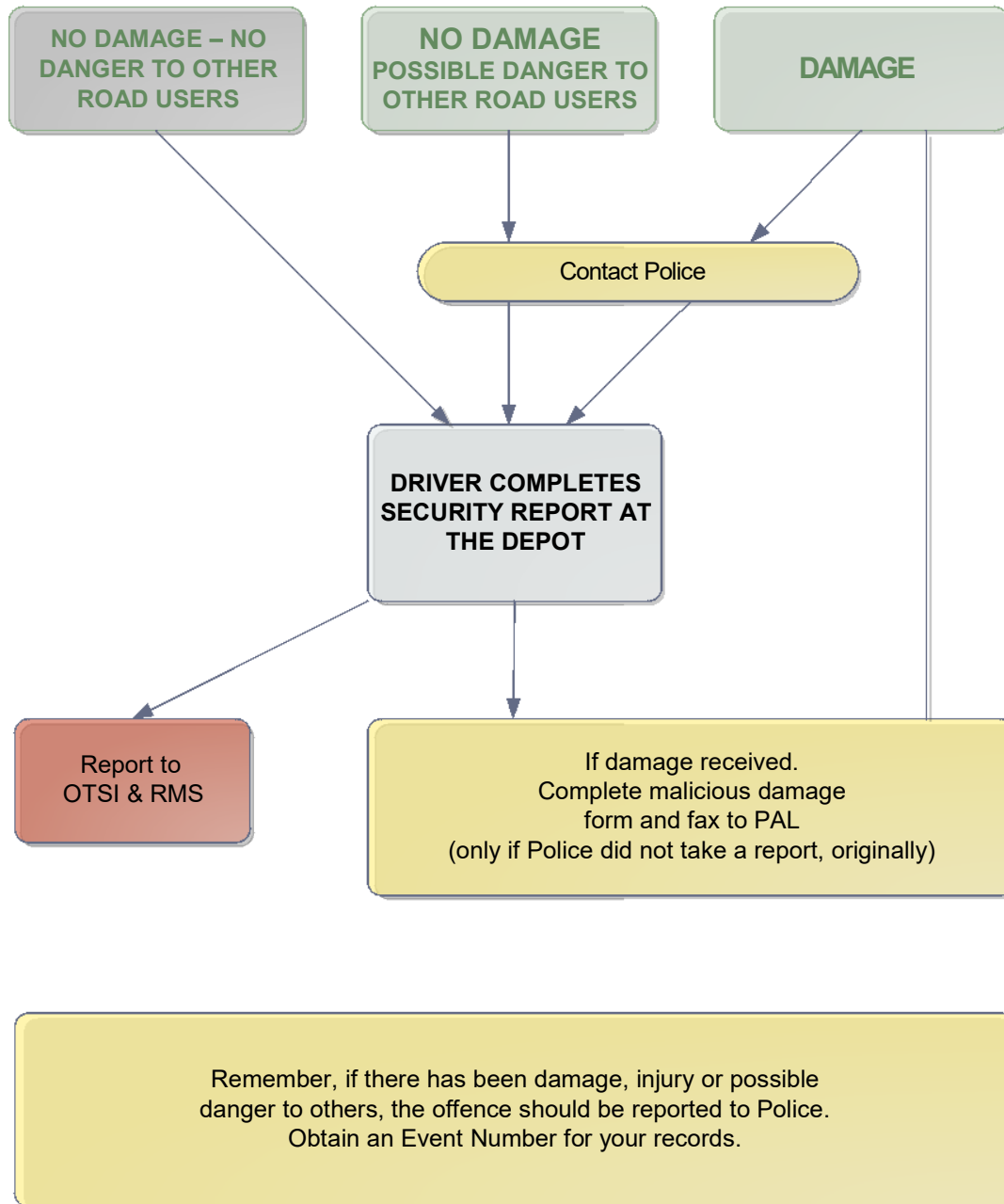
Incident Type	Roads and Maritime	Police (000)	Police Assistance Line	Office of Transport Safety Investigations
Bus Doors	All incidents required	Not Required	Not Required	All incidents required
Collisions	Serious collisions required	Major- Required <ul style="list-style-type: none"> > where vehicles are towed > persons are injured/killed > Any driver is under the influence of drugs or alcohol > driver particulars are not exchanged at the scene 	Minor - Required <ul style="list-style-type: none"> > where no vehicles are towed > no persons are injured/killed > no driver is under the influence of drugs or alcohol > no driver particulars are exchanged at the scene 	All serious collisions required
Fire on Bus (incident that does not result in a collision)	All incidents required	<ul style="list-style-type: none"> > possibly deliberately lit > causes traffic disruption 	Not required	All incidents required > One exception, when the fire is deliberately lit and was easily extinguished)
Medical Incident (incident that does not result in a collision)	All incidents required	Not required	Not required	All incidents required
Offensive Behaviour	All incidents required	All incidents required	Not required	Not required
Projectiles	All incidents required	Required If injured or offenders are	No injury – Required	Not required

Incident Type	Roads and Maritime	Police (000)	Police Assistance Line	Office of Transport Safety Investigations
		still at the scene		
Runaway Bus	All incidents required	Report to local Police	Not required	All incidents required
Security Threat	All incidents required	All incidents required	Not required	Not required
Slips, Trips and Falls	All incidents required	Not required	Not required	Required if: > Injury
Threatening/ Intimidating Behaviour	All incidents required	All incidents required	Not required	Not required
Vandalism	All incidents required	Required if: > injured > offenders are still at the scene (ie police can apprehend offenders)	Required if: > No injuries > Graffiti > Damage to fixtures and fittings > an Other	Not required

Table 3: Incident Reporting Requirement

Note: These requirements do not abrogate an operator's responsibility to report matters to other agencies including WorkCover and insurers.

Flow Chart – Object Throwing Incident



Note: Operators should contact their workers compensation insurer within 48 hours in the event that an accident results in employee injury

Table 4: Object Throwing Reporting Flowchart

Pro-forma 7.3 Sample Critical Incident Report Form

STAFF REPORTING CRITICAL INCIDENT TO COMPLETE PAGE 1 OF FORM AND PROVIDE TO THE DEPOT MANAGER IMMEDIATELY.

MANAGER CONDUCTING INVESTIGATION TO COMPLETE PAGE 2 OF FORM.

MANAGER MAY NEED TO REPORT INCIDENT TO ROADS AND MARITIME, Police, OTSI, and/or WORKCOVER NSW (refer to Incident Reporting and Investigation Procedure, Pro-forma 7.2 for Further Details),

INCIDENT DETAILS

☐ PASSENGER/PUBLIC INJURY

EMPLOYEE LOST TIME INJURY

☐ SIGNIFICANT VEHICLE ACCIDENT

VIOLENCE/LIFE THREATENING*

* Includes object throwing or aggression/violence by passengers, public or other staff

Date of Incident _____ Estimated Time _____

Street address/area where incident occurred

Name of person reporting incident:

Were any persons injured in incident? Names and injuries:

If employee injured, estimated time lost from incident:

Witnesses to incident: _____

How did the incident happen?

Were any instructions/training available for this activity? Please specify

Suggestions how future incident of this type could be prevented:

INVESTIGATION

What was the immediate reason for the incident?

Were workplace conditions a factor in the incident? Please specify:

What were the underlying causes of the incident? List as many as appropriate:

Recommended remedial actions (to prevent accident from recurring):

Nominated officer/s for implementing corrective action

Date for completion of remedial action _____

Manager's signature _____ date _____

Form to be forwarded to Proprietor/Managing Director

Proprietor/Managing Director agrees with nominated remedial action

Other action recommended by Proprietor/Managing Director

**Proprietor/Managing Director to refer Report for staff meeting/training where issue not Personal or Confidential*

TWO MONTH REVIEW

CORRECTIVE ACTION COMPLETED _____

MANAGER'S SIGNATURE:

DATE

Element 8: Audit and Evaluation

What is required?

A Safety Management System is a “live document” that is reviewed and updated to ensure that it remains relevant to your current operations. As part of this process, operators are required to conduct an internal review of the system. This internal review is distinct and additional to the Annual Self Assessment Report (ASAR) which operators send to Roads and Maritime each year.

In addition, an independent (third party) audit is required every three years.

An audit is a methodical, planned review of your SMS to ensure that it is working effectively and to identify areas requiring improvement. The audit ensures there are written procedures in place, and that staff and management are aware of these procedures and apply them in practice.

Audits usually involve:

- A review of documentation
- Interviews with staff and management
- An inspection of work activities.

How to implement the requirement

1. Plan the audit. An audit plan should identify who, when, and what the audit will cover. The Sample *Annual Audit Report (Pro-forma 8.1)* can assist this process.
2. Identify *who* will conduct the audit. Audits can be conducted by a “team” (eg a group of staff or managers) or particular elements of the system can be conducted by different managers or staff. Include the names of the auditors on your audit report. To assist the integrity of the audit it helps to have a manager/employee from outside the section to audit a particular area. Larger operators may consider engaging an external safety consultant to conduct the audit.
3. Identify *when* the audit will take place. An internal audit must take place at least annually. Ideally, a self-audit should take place immediately before completing the ASAR. See Diagram below.
4. Identify the *scope* of the audit. The audit may cover all of the SMS elements or focus on one or more elements in detail. This is imperative when something in the business operations changes.
5. Conduct the audit and document findings. The findings of the audit should be based on evidence rather than assumption. On the basis of this evidence determine whether SMS elements have been met. Note this evidence along with findings in the *Audit Report (Pro-forma 8.1)*. Where non-compliance is identified actions to correct nonconformance should be included.
6. When the audit is completed, summarise the corrective actions, along with persons responsible for those actions and expected completion dates in an *Improvement Plan (Pro-forma 8.2)*. This Improvement Plan can act as a summary of audit findings.

7. Where appropriate include these actions in your *Risk Register (Pro-forma 3.1)* and *Staff Meeting Records (Pro-forma 2.1)* to ensure they are implemented in accordance with the schedule. The Improvement Plan should also be reviewed prior to the next audit to ensure that previous non-compliance is a focus of the next audit.
8. The audit must be documented.

Protocols

- Auditor Protocol when operator unavailable for BOAS Audit
- Operator Protocol when operator unavailable for BOAS Audit

Operator unavailable for BOAS audit: Auditor Protocol

Introduction:

Section 4 of the *Bus Operator Accreditation Scheme Audit Tool* requires the BOAS auditor to acknowledge in their audit report that the person involved in the bus operator's audit was either:

- The accredited bus operator
- A designated Manager/Director (in the case of a corporation)
- A person nominated by the accredited operator and approved by Roads and Maritime to take part in the audit.

There have been instances of audits being conducted without such a person being present. The following protocol provides advice to auditors on what auditors will do when it appears that an operator or designated manager will not be available at the audit.

Procedure:

1. The process to be followed in preparing for an audit of the bus operator's system is outlined in The BOAS Auditor's Handbook. As outlined at section 3.0 of the Handbook, when contacted by a bus operator to undertake an audit, the auditor needs to arrange the date, time and location of the audit.
2. As part of these discussions, the auditor should remind the operator or designated manager, that they are required to be present on-site when the audit is undertaken.
3. As part of the documentation provided to the operator ahead of the audit date, the auditor should also include advice that the operator is required to immediately notify the auditor if the operator/designated manager will be unavailable on the date agreed for the audit.
4. Where the auditor receives notification that the operator/designated manager will not be available, the auditor is to cancel the audit and arrange an alternative date when the operator or designated manager will be available.
5. If at short notice the operator/designated manager is not able to attend the audit, then the responsibility of the operator/designated manager can be conferred to another person, the auditor is to advise Roads and Maritime:
 - a) The person nominated should have sufficient competence and knowledge of BOAS requirements to be able to assist the auditor (eg by locating documentation and answering the auditor's questions). The nominated person is not required to have successfully completed the BOAS course but should possess sufficient knowledge of the day to day operations of the business. The person would be nominated as a last resort resulting from unforeseeable circumstances.
 - b) The nominated person **MUST BE APPROVED IN WRITING** by Roads and Maritime to attend the audit on the operator's behalf. This can occur at short notice by contacting Roads and Maritime on telephone 02 8849 2640 or on telephone 02 8849 2649 for metropolitan or outer metropolitan audits. Arrangements must be made during business hours between 8.30am – 4.30pm.
6. Prior to proceeding with an audit where the operator or designated manager is not present, the auditor **MUST** sight and make a copy of the Roads and Maritime approval.

7. If the auditor arrives at the depot/premises and the operator or designated manager is unavailable (and the operator is unable to provide evidence of Roads and Maritime/TfNSW approval for the person available), the audit should be terminated and re-arranged for another date. **The audit is not to proceed without the accredited operator or Designated Manager/Director present.**
8. The auditor should advise Roads and Maritime/TfNSW in the event that the auditor is unable to arrange an alternative date when the operator/designated manager will be available.
9. Auditors should ensure that their contractual arrangement with the operator makes allowance for an instance where the auditor arrives at the depot/premises and the operator, designated manager or nominated person is unavailable. An example of this would be by enabling compensation to be paid by the operator to the auditor for time and travel costs.

Operator unavailable for BOAS audit: Operator Protocol

Introduction:

Section 4 of the Bus Operator Accreditation Scheme (BOAS) Audit Tool requires the “person involved in the audit” to be either:

- The accredited bus operator or
- A designated Manager/Director (in the case of a corporation) or
- A person nominated by the accredited operator and approved by Roads and Maritime to take part in the audit.

Recently, there have been instances of audits being conducted without such a person being present. The following advice provides information for operators on the procedure to be followed when it appears that the operator or designated manager may be unavailable at the time of the audit.

Procedure:

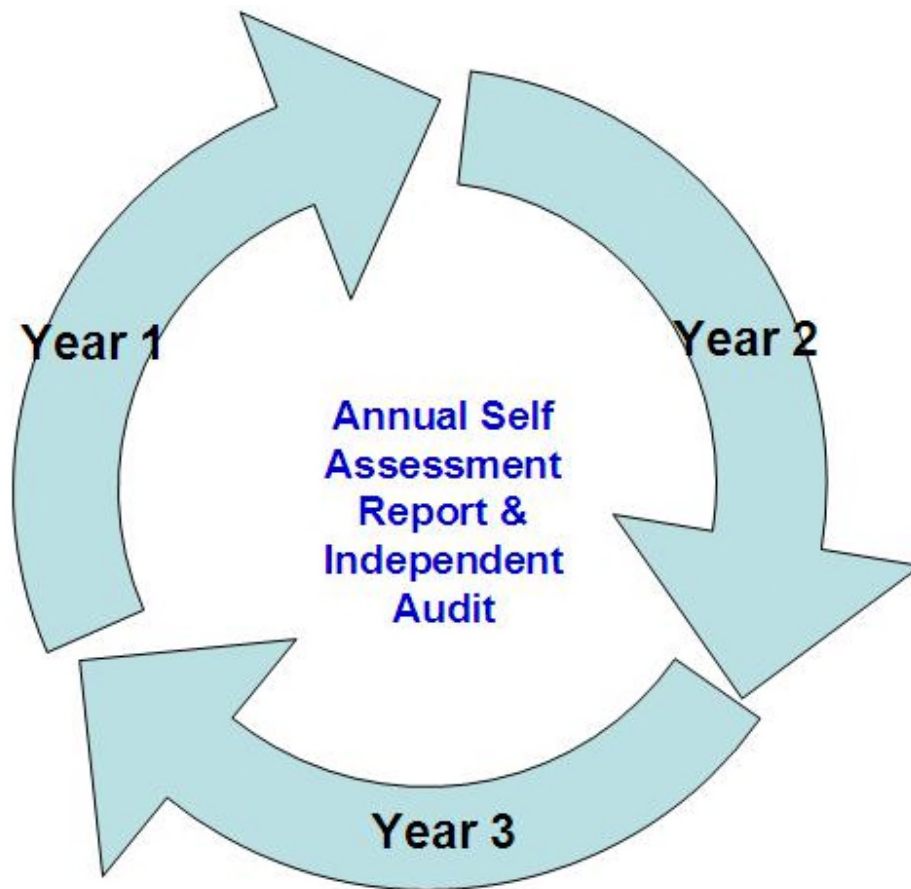
1. As a condition of accreditation, bus operators are required to undergo an audit by an accredited BOAS auditor at least once during their three year accreditation period.
2. The operator is responsible for contacting an auditor of their choice from Roads and Maritime’s list of accredited auditors (available on the Roads and Maritime website).
3. In arranging the audit date with the auditor, the operator must ensure that they (or in the case of a corporation, their Designated Manager) will be available on the day chosen for the audit.
4. If circumstances change (for example, as a result of sickness or family issues) and the operator or designated manager will be unavailable at the arranged audit date, the operator **MUST CONTACT THE AUDITOR IMMEDIATELY** and arrange an alternative date (when the operator or designated manager will be available).
5. Where the operator wishes a person other than the operator/designated manager to attend in their stead, the operator **MUST** ensure that:
 - a) The person nominated should have sufficient competence and knowledge of BOAS requirements to be able to assist the auditor (eg by locating documentation and answering the auditor’s questions). The nominated person is not required to have successfully completed the BOAS course but should possess sufficient knowledge of the day to day operations of the business. The person would be nominated as a last resort resulting from unforeseeable circumstances.
 - b) The nominated person **MUST BE APPROVED IN WRITING** by Roads and Maritime to attend the audit on the operator’s behalf. This can occur at short notice by contacting Roads and Maritime on telephone (02) 8849 2640 or telephone (02) 8849 2649 for metropolitan or outer metropolitan audits. Arrangements must be made during business hours between 8.30am – 4.30pm.
6. The operator must provide a copy of this Roads and Maritime/TfNSW approval to the auditor prior to the audit proceeding.

Under no other circumstances is an audit to proceed without the accredited operator Designated Manager/Director present.

Tools

- Sample Audit *Report* (*Pro-forma 8.1*)
- Sample Improvement Plan (*Pro-forma 8.2*)

The process for evaluating and auditing your SMS is illustrated in the flow-chart below:



EVERY YEAR

Operator completes and
returns Annual Self-
Assessment Report
(ASAR) to RMS

EVERY THREE YEARS

Operator engages
RMS accredited
auditor to undertake
BOAS Audit

Pro-forma 8.1 Sample Audit Report

Audit Team: _____

Audit Date/s: _____

Audit Scope (System Elements to be audited):

SMS ELEMENT	COMPLIANCE Y/N	EVIDENCE/COMMENTS	CORRECTIVE ACTION
1. SMS Policy Has a policy been developed? Does it include safety objectives? Is it signed by top management? Is the policy displayed in a prominent location in the workplace? Are employees familiar with the content of the policy?			
0. Management, Accountabilities, Responsibilities and Communication A senior management position is nominated for overall responsibility for SMS? Have position descriptions been developed and maintained for all Transport Safety Employees? Does a system exist to ensure safety			

SMS ELEMENT	COMPLIANCE Y/N	EVIDENCE/COMMENTS	CORRECTIVE ACTION
<p>information (including changes to safety related issues) is communicated to appropriate staff?</p> <p>Is there a system for development, review, approval and distribution of SMS documentation within the organisation?</p>			
<p>3. Risk Management</p> <p>Has a Risk Register been prepared?</p> <p>Has a position been nominated for the maintenance of the Risk Register?</p> <p>Has the Risk Register been reviewed recently?</p> <p>Operators servicing major transport interchanges:</p> <p>Does the risk management system include security issues?</p>			
<p>4: Procedures & Documentation</p> <p>Has the organisation identified high risk activities and developed documented procedures?</p> <p>Are there procedures for elements of the SMS including:</p> <ul style="list-style-type: none"> • bus maintenance? • driver health monitoring? • pre-departure and sign on? • Incident management? 			

SMS ELEMENT	COMPLIANCE Y/N	EVIDENCE/COMMENTS	CORRECTIVE ACTION
<p>Have the procedures been approved by proprietor and/or senior management?</p> <p>Are procedures/documents accessible by all staff?</p> <p>Have staff and contractors been trained in these procedures? Are these training records available?</p> <p>Is there a document control system?</p>			
<p>5. Employee Monitoring</p> <p>Has the organisation established appropriate policies and procedures relating to fitness for duty?</p> <p>Has the organisation established a personnel records system to facilitate monitoring of authorisation status?</p> <p>Has the organisation established procedures for managing health/issues that arise for drivers and other transport safety workers?</p> <p>Has the organisation established a fatigue management program, including monitoring of driver hours?</p> <p>Has the organisation established a drugs and alcohol program?</p> <p>Has the organisation included employee obligations in relation to health, drugs and alcohol and fatigue in their training program, including induction?</p>			

SMS ELEMENT	COMPLIANCE Y/N	EVIDENCE/COMMENTS	CORRECTIVE ACTION
<p>6. Training and Education</p> <p>Has the organisation determined the skills staff require?</p> <p>Does the organisation undertake staff appraisals or other assessments to establish the current skills and qualifications of staff?</p> <p>Has the operator established a personnel records system?</p> <p>Has the organisation updated the personnel records system to reflect updated staff skills and qualifications?</p> <p>Has the organisation ensured that staff are aware of all responsibilities (including specific safety responsibilities) contained within position descriptions, procedures, the employee handbook and other safety documentation?</p>			

<p>7. Incident and Monitoring Management</p> <p>Does the organisation have procedures in place to:</p> <p>Notify incidents to the Office of Transport Safety Investigation (OTSI) and other relevant authorities eg Police, WorkCover, Roads and Maritime etc?</p> <p>Manage incidents both in and out of normal business hours eg contact lists, emergency numbers etc?</p> <p>Notify necessary staff in the event of an incident and / or emergency situation?</p> <p>Conduct safety investigations as required by the Roads and Maritime or OTSI?</p> <p>Capture, record and report on incident data, to enable management to review suitability of existing risk controls?</p> <p>Perform regular reviews of safety performance using incident and other</p>			
<p>2. Audit and Evaluation</p> <p>Has management reviewed the effectiveness of the safety management system at least annually?</p> <p>Is there evidence that the SMS and its elements are used within business as usual?</p> <p>Is there evidence that improvements</p>			

<p>are made to the SMS when needed improvements are identified?</p> <p>Is there any evidence that the SMS has improved safety?</p> <p>Has the organisation developed an annual audit plan?</p> <p>Does the organisation ensure that staff performing audits have the necessary skills to conduct audits and are independent from the section they are auditing?</p> <p>Does the report highlight any items raised as a result of auditing as formal Corrective Actions?</p> <p>Can the organisation demonstrate how it will close out and verify any identified Corrective Actions as a result of the auditing process?</p> <p>Does the organisation prepare formal internal audit reports for review by management?</p>			
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Signature/s of Audit Team: _____

Reviewed by Management **Name of Manager:**
Position: _____
Date: _____

Pro-forma 8.2 Sample Improvement Plan:

Period _____

Element	Corrective Actions (as identified in Audit Report)	Responsible Officer	Date Completed
1. Policy, Commitment and Objectives			
2. Management Accountabilities and Communication			
3. Risk Management			
4. Procedures and Documentation			
5. Employee Monitoring			
6. Training and Education			
7. Incident Management and monitoring			
8. Audit and Evaluation			

Signature: _____ Date: _____
Proprietor/Managing Director

