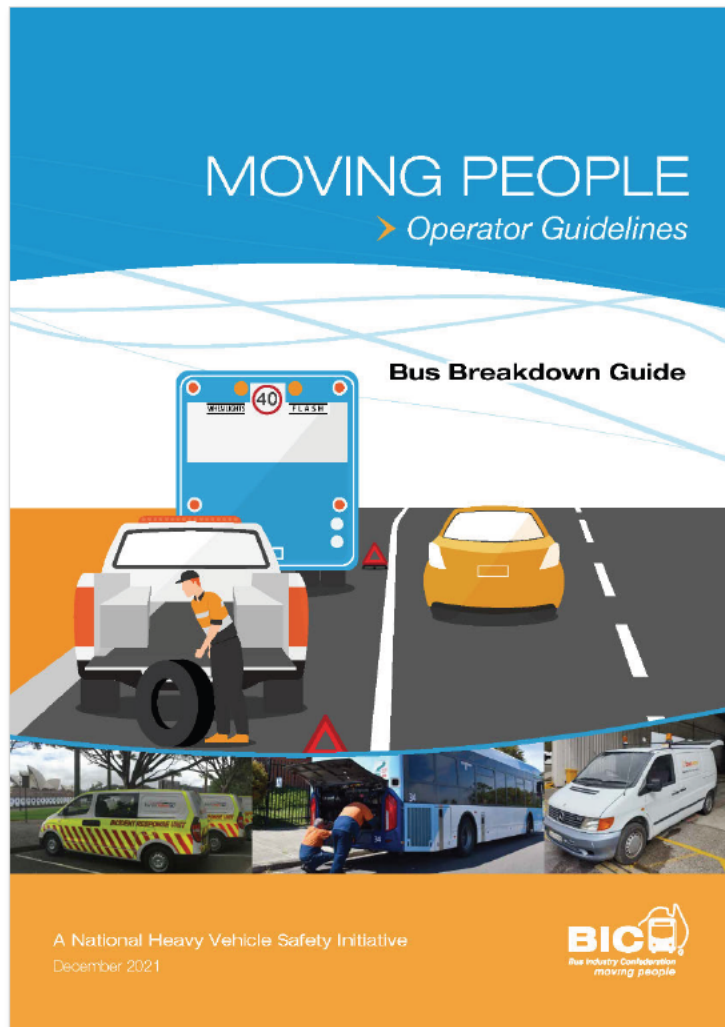




Heavy Vehicle Safety Initiative

Bus Breakdown Guide and Publicity Campaign For the Australian Bus and Coach Industry



NHVR Final Report March 2022

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1. EXECUTIVE SUMMARY

One of the most common hazards in the bus and coach industry are those arising from an on-road bus breakdown. Across Australia, bus breakdowns are one of the most common types of incident in the industry, second only to bus collisions. In NSW alone, there were over 3,000 reported bus breakdowns in 2019 alone.

Despite this prevalence, there is remarkably little in the way of safety guidance material or practical instruction available to bus operators and their employees on bus breakdowns. Instead, industry guidance material has been developed in response to specific critical incidents such as fires on board a bus.

While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant. Data from the bus and coach sector reveals that the majority of serious injuries and fatalities occur not within the bus but rather on the road where passengers alighting from a bus can be hit by other vehicles. There is also the potential of multiple fatalities from a collision between a moving vehicle and a stationary bus. Further details of the need for guidance on the issue are outlined at Chapter 3 of this Report.

As a result, on 21 February 2020 BusNSW applied for funding under Round 5 of the *National Heavy Vehicle Regulator's (NHVR) Heavy Vehicle Safety Initiative (HVS1)*, to develop practical guidance material on bus breakdowns. The purpose of the project was to minimise the hazards associated with bus and coach breakdowns by developing safety material aimed at all parties in the bus breakdown supply chain including bus drivers, operators, maintenance staff and emergency assistance providers.

On 5 August 2020, BusNSW was notified by the NHVR that its application had been successful and on 30 November 2020, the funding agreement between the NHVR and BusNSW was signed and executed.

While BusNSW was the lead agency responsible for developing the guidance material, it was recognised that the project was national and would provide safety benefits for the industry across Australia. For that reason, BusNSW formed a Steering Committee, the Bus Breakdown Guide Committee, to ensure that the scope and content of the Guide was suitable for all jurisdictions. The Committee was comprised of the national *Bus Industry Confederation (BIC)* and industry associations from each Australian state. The Committee formally met four times over the course of 2021 and played an important role in developing the final content for the Guide and ensuring the success of the project. Further details of the operation of the Committee are provided in Chapter 4 of this Report.

The development of the Bus Breakdown Guide coincided with the COVID-19 outbreak in Australia. BusNSW originally had intended using its members' buses and a professional photographer to illustrate the various "breakdown scenarios" outlined in the Guide.

However, the extensive lockdowns that occurred in Sydney (where BusNSW is based) in 2021 forced a re-think how the bus breakdown scenarios could be captured. Rather than stall the development of the Guide, BusNSW instead developed "infographic" illustrations, in place of photographs, to illustrate the scenarios in the Guide. BusNSW members were also asked for photographs of their own emergency bus breakdown crews to add further substance to the Guide.

One positive outcome not anticipated in our original proposal to the NHVR has been the involvement of SARA (the Safer Australian Roads and Highways Group) in the project. This and other aspects of the development of the Guide are outlined in Chapter 5 of the Report.

A Bus Breakdown Guide, in isolation, may have only isolated benefits. As a result, BusNSW planned a comprehensive marketing and awareness campaign to coincide with the launch of the Guide. The campaign was designed to target both the 3,500 bus operators and their 50,000 bus drivers throughout Australia, as well as other road users who would be impacted by a bus breakdown. These awareness campaigns used both traditional methods (posters, media releases, bus advertising) and new digital media (Facebook, Twitter, Linked In and "infographic" videos). Further details of these awareness and marketing campaigns are provided in Chapter 6 of the Report.

The Bus Breakdown Guide was launched on 30 March 2021. This followed the cancellation of both a BusNSW event and the BIC Summit due to COVID concerns. 5,000 hard copies of the Guide were distributed to bus operators by their respective associations in each state. The Guide, video and checklists were also available in electronic format from a dedicated web page set up on BIC's Moving People website. Articles to coincide with the launch of the Guide were also prepared for bus association journals and websites. Information on implementation of the industry awareness campaign for bus breakdowns is provided at Chapter 7.

Despite the challenges posed by the outbreak of COVID-19 in 2021, the Bus Breakdown Guidance project is considered a significant success. It has provided practical guidance on a relatively common but somewhat poorly understood hazard across the bus and coach industry, and over the longer term, it is anticipated that the project will have a marked safety impact for relatively modest expenditure. Further details of the short and long-term benefits of the project are outlined in Chapter 8.

Importantly, the guidance material will be used by bus operators and drivers in all jurisdictions and will become the "state of safety knowledge" on bus breakdowns across Australia. BusNSW is grateful for the funding and opportunity provided by the NHVR and Australian Government for this important safety project.

Matt Threlkeld
Executive Director
31 March 2022

2. ABOUT BUSNSW

BusNSW is the peak body for the private bus and coach industry in NSW. The mission of BusNSW is to foster the efficient and sustainable growth of public transport in NSW and in doing so, to promote the benefits of bus and coach travel.

BusNSW members provide bus services predominately under Transport for NSW contracts in Sydney metropolitan, outer-metropolitan and NSW rural and regional areas. These services include school buses in rural and regional NSW, and school and route services in towns and cities across the state. BusNSW members also provide “non-contracted” services in the long distance, tourist and charter sector.

BusNSW offers its members a range of services including advice and assistance on safety issues, technical matters and legal compliance. Government agencies engage with BusNSW as a representative of the bus and coach industry on a wide range of issues including policy, contractual matters and safety. Similarly, BusNSW and its members support a range of Government safety initiatives designed to reduce death and serious injury on NSW roads. These include the annual “Bus Safety Week”, “Be Bus Aware” and Bus Flashing Lights campaigns during the first week of each school term.

BusNSW is also involved in the “Let’s Talk Emergencies” Hub and provides advice for choosing locations for informal bus stops, the “Slow Down to 40” campaign, and the redrafting of technical specifications for bus warning lights and bus door safety systems.

At a national level, BusNSW is both a representative of the national Bus Industry Confederation (BIC) and the Bus Australia Network (BAN) which is comprised of the following:

- The Bus Industry Confederation (BIC)
- BusNSW
- Bus Association Victoria (BusVic)
- Queensland Bus Industry Confederation (QBIC)
- Tasmanian Bus Association
- Bus and Coach Association South Australia and
- Bus Western Australia

As outlined in Chapter 4 of this Report, the Bus Breakdown Guide was developed in close collaboration with these associations to ensure national relevance for the Guide. BAN also supports the National Road Safety Week, an initiative of the Safer Australian Roads and Highways (SARAH) Group. As outlined in Chapter 5, SARAH has supported the development of the Bus Breakdown Guide.

3. RATIONALE FOR PROJECT

Most bus and coach services in NSW are rural and regionally based and are run by small family businesses. While these companies have dealt with breakdowns for a long time, many have attempted to manage the risks associated with a breakdown using their best intent rather than with best practice.

Bus operators have obligations under both state WHS legislation and HVNL Chain of Responsibility legislation. The BusNSW/NHVR project is intended to assist operators to meet these obligations by providing guidance on the minimum safety requirements that should be considered in the event of a bus breakdown.

BusNSW evidenced the need for guidance on breakdowns through information gathered via the mandatory reporting obligations of NSW bus operators on the *Bus Incident Management Database*. That data revealed that in NSW alone there are over 3,000 bus breakdowns reported by operators each year. It is likely that these statistics are repeated across Australia, making bus breakdowns one of the most common types of safety incident in the sector. This prevalence has been confirmed to BusNSW via its relationships with the NSW Transport Management Centre, the Office of Transport Safety Investigation and Transport for NSW.

Despite the prevalence, there is remarkably little in the way of safety guidance material or practical instruction for bus breakdowns across Australia. Instead, the industry guidance material that has been developed relates to specific critical incidents such as fires on board the bus.

While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant. Data from bus and coach fatalities reveals that the single greatest risk to drivers and passengers in a bus breakdown is being struck by a passing vehicle. For example, a report by Austroads found that of children aged between 5 to 17 who had been killed during bus travel in Australia, 80% of these had been killed after alighting from the bus. There is also the potential of multiple fatalities from a collision between a moving vehicle and a stationary bus.

These risks increase significantly in rural and regional Australia where a combination of high-speed roads, often with single lanes and high volumes of other heavy vehicle traffic present additional safety issues. Road infrastructure in rural areas is also poorer and, combined with fog, wet weather and geographical features, can produce significant hazards for bus passengers and other motorists in the event of a bus breakdown. Moreover, a serious collision involving a mechanical breakdown has the potential to result in multiple fatalities.

Given that most bus operators in Australia are rural and regionally based, the need for practical guidance material for the industry is acute.

A recent NSW Government campaign to “Slow Down, Move Over and Give Space,” and changes to the national Road Rules further highlights the significant risk associated with vehicle breakdowns. These changes, implemented in 2019, were aimed at improving the safety of emergency services personnel, tow truck operators and breakdown assistance providers, as well as the people they are helping.

The project will complement these initiatives through the development and implementation of guidance and education for bus operators, drivers and others in the bus and coach industry on the safety hazards and controls associated with a bus breakdown. The guidance, and particularly the safety campaign that will accompany the launch of the Guide, will also provide awareness to other key road users and the general public.

4. THE PROJECT STEERING COMMITTEE

The first stage of the Bus Breakdown Guide project involved convening a steering committee comprised of state bus associations, the national Bus Industry Confederation (BIC) and bus operator representatives. The primary purpose of this meeting was to approve the content, suitability, and application of the guidance material for each state.

On 7 February 2021, BusNSW communicated with BIC and all other state associations, requesting them to nominate a representative to the Committee. To provide background for representatives, BusNSW also sent a short paper to each bus association explaining the purpose and scope of the project and requesting each bus association's assistance (*Appendix A*).

4.1 Steering Group Representation

The Bus Breakdown Guide Project Committee was formed in February 2021 and was comprised of the following representatives:

- [REDACTED], BusNSW (Chair)
- [REDACTED], Bus Industry Confederation
- [REDACTED], Queensland Bus Industry Council
- [REDACTED], Tasmanian Bus Association
- [REDACTED], (BAV) Bus Association Victoria
- [REDACTED], Bus South Australia
- [REDACTED], Bus Western Australia
- [REDACTED], BusNSW
- [REDACTED], BusNSW
- [REDACTED], Compliance Consulting (Project Officer)
- [REDACTED], Red Bus (NSW Bus Operator)
- [REDACTED], Interline Bus Service (NSW Bus Operator)
- [REDACTED], Premier Transport Group (NSW Bus Operator)
- [REDACTED], ComfortDelgro Australia (National Bus Operator)
- [REDACTED], Crown Coaches (Victorian Bus Operator)
- [REDACTED], LaTrobe Valley Bus Lines, (Victorian Bus Operator)
- [REDACTED], Moreland Bus Lines, (Victorian Bus Operator)
- [REDACTED], Emerald Coaches, (Queensland Bus Operator)
- [REDACTED], Imperial Pacific Coaches, (Queensland Bus Operator)

4.2 Meetings of the Steering Committee

Over the course of 2021, the Committee met four times, on:

- 24 February 2021
- 24 March 2021
- 28 April 2021
- 11 November 2021.

In view of the COVID restrictions at the time and the geographical spread of representatives, all meetings were held remotely via the Microsoft Teams platform. This proved beneficial to the functioning of the Committee, with the majority of representatives attending each meeting, something that can be problematic with face-to-face meetings that require interstate travel.

4.3 Operation of the Steering Committee

The three initial meetings (February-April 2021) were focused on the structure, content, and format of the proposed Guide. BusNSW chaired the meetings and provided secretarial support.

At its first meeting, the Committee expressed the view that the best way forward would be for BusNSW to develop a first draft of a Bus Breakdown Guide which could then be reviewed and revised. This was done and the Guide was then revised at each successive meeting. Communications were also held off-line between BusNSW, the Committee as a whole, and individual members of the Committee to clarify comments, provide information, etc. The final meeting of the Committee, on 11 November 2021, endorsed the final Bus Breakdown Guide.

To ensure the smooth operation of the Committee, formal minutes of each Meeting were recorded. These minutes are included as **Appendix B**. As can be seen from the Minutes, the Steering Committee was invaluable to the development of practical guidance material that reflected the reality of bus and coach operations.

5. DEVELOPMENT OF THE BUS BREAKDOWN GUIDE

5.1 Structure and Content of the Guide

As outlined at 4.3, the participation and input by the Bus Breakdown Guide Steering Committee was invaluable to the development of the Guide. The final structure of the Guide was based on the Committee's recommendations that:

- The Guide needed a simple structure that should be sequential to the bus breakdown i.e., preparing for a possible breakdown, the Breakdown Event, the Arrival of a Replacement Bus and the Roadside Repairs. This is reflected in the structure of the final publication.
- A sequential structure would help to simplify the Guide and would enable the obligations of various parties in the chain of responsibility (bus operators, drivers, maintenance staff and emergency repairers) to be better identified and allocated.
- The Guide should be available both in hard copy and electronic format.
- The sample and checklists included in the appendices should be made available in Word format for operators to download and use (e.g., Sample Bus Breakdown Risk Assessment, Bus Operator Communications Checklist, Bus Driver Pre-Departure Checklist, Bus Driver Breakdown Checklist, Maintenance Staff Breakdown Checklist).
- The Guide should be branded as a Bus Industry Confederation publication (rather than a BusNSW publication) to emphasise the national application of the document. Further to this it will complement other BIC guidelines for operators.

5.2 Development of the Guide

BusNSW was primarily responsible for developing the Guide, with input from the Bus Breakdown Steering Committee. A total of five drafts were developed, with input on each draft provided both during Bus Breakdown Guide Steering Committee meetings and offline.

The Guide provided instruction and assistance on each of the following key issues:

- Stopping and Parking the Bus or Breakdown Assistance Vehicle
- Breakdown Location: Road Conditions, Geography and Vehicle Visibility
- Oncoming Traffic and Isolation of Vehicle
- Deciding on Passenger Evacuation
- Breakdown Communications
- Access to and from the Bus
- Advance Warning including Lights and Placement of Warning Triangles
- Waiting for Assistance
- Transfer of Passengers
- Rectifying and repairing the vehicle on road
- Towing and removing vehicle from road
- Debris and clean-up

The final (Word) version of the Guide was endorsed by the Committee at its meeting on 11 November 2021.

5.3 Photography and Graphics for the Guide

Following the third meeting of the Bus Breakdown Guide Steering Committee on 28 April 2021 when most of the content of the Guide had been developed, BusNSW began preparing for the photography and graphics that would be included in the Guide.

BusNSW contacted its member bus operators and bus manufacturers who were willing to provide “unbranded” buses for the purpose of photographing various breakdown scenarios in the Guide. BusNSW also identified Sydney Olympic Park in Homebush as a suitable location for these scenarios since passing traffic could be utilised to illustrate the hazards, but appropriate traffic controls and WHS measures could be put in place that may not be available on a "public" road.

BusNSW commissioned a professional photographer to take photos of the buses, repair vehicles and various scenarios and a date for the photography was set for 30 June 2021. Unfortunately, on 26 June 2021, Sydney went into full COVID lock-down and the photography day on 30 June had to be postponed. The intention was for the photography to be re-scheduled when the lock-down lifted.

The Sydney COVID lockdown from June to October 2021 was much longer than anticipated and posed a genuine threat to the timely completion of the project. As a result, BusNSW was required to change its plans for the Guide.

Rather than delay the project any further, the photography shoot at Sydney Olympic Park was cancelled (at no cost to the project). Instead, the graphic designer who had been chosen for the project (Transit Graphics Pty Ltd) was asked to develop "infographic" illustrations in place of photographs, to illustrate the various scenarios outlined in the Guide. BusNSW members were also asked for photographs of their own emergency bus breakdown vehicles to add further substance to the Guide.

5.4 Involvement of the "SARAH" Group

In the period between the third and final meetings of the Bus Breakdown Guide Steering Group, BusNSW contacted Peter Frazer, President of the Safer Australian Roads and Highways (SARAH) Group, to ask if SARAH would be willing to support the Guide.

The SARAH Group was formed (following the death of Mr Frazer's daughter in a vehicle breakdown accident) to promote the dangers associated with vehicle breakdowns and measures to alleviate those dangers. As such, there is an obvious synergy between the work of SARAH and the objectives of the Bus Breakdown Guide and the NHVR Heavy Vehicle Safety Initiative more broadly.

On 28 October 2021, BusNSW formally wrote to the SARAH Group asking if Mr Frazer would write a foreword for the Bus Breakdown Guide (**Appendix C**). BusNSW subsequently met with Mr Frazer via Teams, and SARAH agreed to be involved in the project and to allow BusNSW to use the yellow ribbon (see below). While the yellow ribbon was originally created in memory of Sarah Frazer, it has become the sentiment behind what we hope all Australians want to publicly show... "*We commit to drive safe because we love Safer Australian Roads and Highways!*".



5.5 Final Guide

The graphic designer for the project, Transit Graphics Pty Ltd, provided an initial "mock-up" of the Guide for the final Bus Breakdown Guide Advisory Committee which met (via Microsoft Teams) on 11 November 2021. At this meeting, further comments were provided. Transit Graphics incorporated these comments into the Guide, and the final version of the Bus Breakdown Guide was endorsed by the Committee for publication (**Appendix D**).

6. MARKETING

6.1 Printing and Distribution of Guides

With the Guide completed and endorsed by the Committee, BusNSW wrote to Executive Directors of BIC and bus associations across Australia on 26 November 2021, asking how many copies of the published guide they would need for the bus operators in their state. From their responses a total of 5,000 hard copies of the Guide was considered appropriate.

BusNSW received a quote from book publisher, Ligure Pty Ltd, on 23 December 2021 for publishing 5,000 copies of the Guide and the Guide proceeded to the publishing stage.

6.2 Marketing Strategy

To promote the Guide, BusNSW engaged marketing specialist, Steven Kryger (<https://www.stevenkryger.com>) to plan and develop web and social media content for a campaign to create awareness of the Guide and the safety messages embedded within it. Kryger's Campaign Strategy is included as **Appendix E**.

This Awareness Campaign was divided into two discreet campaigns to coincide with the launch of the Guide:

- a) Industry Campaign – to make bus and coach operators aware of the existence of the new Bus Breakdown Guide.
- b) Community Campaign – to make road users aware of the hazards associated with bus and coach breakdowns.

6.2.1 Industry Awareness Campaign

The aim of the Industry Awareness Campaign was for bus associations to promote the Bus Breakdown Guide to operator members. A campaign communications toolkit would be sent directly to BIC and the state associations.

The toolkit includes:

- Key Campaign Messages
- Details of the dedicated we page on the Moving People Website
- The Video
- An A3 poster for bus association to promote the Guide
- An email template for bus associations to inform members of the Guide.
- An email header image
- Graphics for use on bus association websites and social media

Key messages of the campaign include:

- Breakdowns are one of the most common safety risks in the bus industry.
- There are risks to drivers, passengers, repair crews and passing vehicles.
- Bus breakdowns at night, in bad weather and on rural and regional roads present additional risks.
- A new Bus Breakdown Guide has been developed to help manage roadside hazards so that everyone stays safe.

6.2.2 Community Awareness Campaign

The target of the broader community awareness campaign were other (non-bus) road users including car drivers, truck drivers, motorcyclists and cyclists. The aim of the campaign was to increase awareness of the risks to other road users when buses break down and how they can mitigate those risks.

The community campaign involves the following initiatives:

- Attention-grabbing graphics that can be shared by bus association and operators on social media.
- Paid advertising on Facebook to expand the reach of the graphics on social media channels (Pilot program focussed on four regional towns in NSW).
- Paid advertising on rural and regional buses (Pilot program focussed on four regional towns in NSW).

Key messages for this campaign included:

- Slow down for broken-down buses.
- When a bus is broken down, please slow down.
- Bus breakdowns are dangerous. When you see a broken-down bus, please slow down.
- Bus breakdowns are dangerous. When you see a bus on the side of the road, please slow down.
- Bus breakdowns + wet weather = ⚠️. Please slow down for bus breakdowns.
- Bus breakdowns + night time = ⚠️. Please slow down for bus breakdowns.
- Bus breakdowns + country roads = ⚠️. Please slow down for bus breakdowns.
- Look out for passengers on the side of the road when a bus is broken down.
- It's important to slow down when you approach a bus on the side of the road.
- Slow down for broken-down buses and together we will get everyone home safe!

The following Hashtags can be used for social media posts:

- #HeavyVehicleSafetyInitiative
- #RoadSafety
- #GetHomeSafe
- #DriveSoOthersSurvive
- #SlowDownForBusBreakdown

6.3 Promotion of the Guide in BusNSW and other Association journals

In preparation of the release of the Guide, BusNSW developed an article previewing the Bus Breakdown Guide for its members. This article appeared in the January/February 2022 edition of the BusNSW Bulletin magazine (**Appendix F**) and was made available for other state bus association newsletters and journals.

7. IMPLEMENTATION

7.1 Proposed Launch of the Guide

The planned launch of the Bus Breakdown Guide and Awareness Campaign was again impacted by COVID-19. The original launch was planned for the BusNSW Annual Conference in late 2021. However, due to the COVID-19 pandemic, this conference was cancelled.

As a result, and with the next BusNSW conference not taking place until late 2022, it was decided to launch the Guide at the National Bus Industry Summit run by BIC in Canberra on 2 March 2022. This forum was to include all state bus associations and bus operators from across Australia. It was planned to invite officers of the NHVR, the Assistant Minister for Road Safety, the Hon. Scott Buchholz MP, the CEO of the NHVR, Mr Sal Petrocchio, and other dignitaries to the launch.

A draft press release for the launch was also developed **Appendix G**. This, along with the published Guide and Marketing Campaign Strategy were provided to BIC on 14 January 2022 in preparation for the launch.

On 28 January 2022, BIC announced that the National Bus Industry Summit would also be cancelled due to COVID concerns. As a result, it was determined to launch the Guide and Campaign remotely and a date of 31 March 2022 was set for the launch.

7.2 Awareness Campaigns

Following approval of the Awareness Campaign Strategy on 14 January 2022, Kryger Marketing developed a Design Brief for the Campaign Assets (**Appendix H**). These assets were again divided into the Campaign for the Bus Industry and the broader Community Campaign for Other Road Users.

The styles for both campaigns are consistent with the colours and styles of the Breakdown Guide, and the paid advertisements on Facebook and Instagram use a graphic to illustrate a car slowing down when approaching a bus on the side of the Road. The Brief for the Campaign Video, including the accompanying dialogue is included as **Appendix I**. The video can be viewed at [Bus Breakdown Video](#).

Each campaign was comprised of the following tools:

7.2.1 Campaign No. 1 – Industry Awareness

- **An A3 Poster** publicising the Guide that was able to be printed for display at BIC and state bus association offices (**Appendix J**).
- **An email Banner** to be used by each association in their emails to bus operator members and other stakeholders (**Appendix K**).
- **Graphics for LinkedIn** profiles of bus associations (**Appendix L**).
- **Graphics for Twitter** profiles of bus associations

- **Graphics for Instagram** profiles of bus associations
- **Graphics for Facebook** profiles of bus association

7.2.2 Campaign No. 2 – Community Awareness

- **Graphics to be shared on LinkedIn** profiles of bus associations, bus operators and other stakeholders.
- **Graphics to be shared on Twitter** profiles of bus associations, bus operators and other stakeholders.
- **Graphics to be shared on Instagram** profiles of bus associations, bus operators and other stakeholders.
- **Graphics to be shared on Facebook** profiles of bus association, bus operators and other stakeholders.
- **Paid advertisements on Facebook and Instagram.**
- **Side of Bus Advertising** to be displayed on a selection of regional buses (*Appendix M*).

In relation to side of bus advertising, a state-wide campaign was considered prohibitively expensive. Instead, it was decided to undertake a 9-week campaign in four (4) large regional towns in NSW to coincide with the launch of the Guide as a pilot program. Following consultation with BusNSW members across NSW, the following regional towns (which intersect the four major highways in NSW) were chosen for the bus advertising campaign:

- Bathurst, on the Great Western Highway.
- Coffs Harbour, on the Pacific Highway.
- Goulburn, on the Hume Highway.
- Nowra, on the Princes Highway.

The combined coverage of these towns is almost a quarter of a million people. This was considered effective coverage for the minor funds (\$5,500) allocated to this part of the Project. The Coverage Maps for each of these Regions are included as *Appendix N*.

7.3 Evaluation

Evaluation mechanisms were built into both awareness campaigns. BusNSW will capture and monitor the following data to measure the impact of the Bus Breakdown Awareness Campaign:

7.3.1 Industry Awareness

- a) The number of visits to the BIC dedicated website.
- b) The number of downloads of the Breakdown Guide (PDF).

- c) The number of impressions of the LinkedIn advertising campaign.
- d) The number of people who clicked on the link in the LinkedIn campaign.
- e) The number of mentions on social media.
- f) The number of mentions in traditional media (newspapers, journals, etc).

7.3.2 Community Awareness

- a) The number of impressions of the advertisements.
- b) The number of people who engaged with the advertisements.
- c) The number of mentions on social media.
- d) The number of mentions in traditional media (newspapers, journals, etc).

7.4 Communication Toolkits

Two Communication Toolkits were developed for the campaigns – one for the Industry Awareness Campaign (**Appendix O**) and one for the Community Awareness Campaign (**Appendix P**).

The Industry Awareness Campaign Communications Toolkit was sent directly to BIC and the state associations. The Community Awareness Campaign Communications Toolkit for bus associations and operators was included on the dedicated web page on BIC's Moving People [website](#), and the template bus association email to members in the Industry Awareness Campaign referred to this Toolkit.

7.5 Final Launch

As outlined at 6.1, following the COVID cancellation of the BIC Summit in early March, a new launch date was set for 31 March 2022. As part of the lead-in, BusNSW developed a press release (**Appendix Q**) to promote the guide on the back of the annual Transport for NSW Bus Safety Week campaign where road users were reminded to “*Be Bus Aware*”. This campaign ran during the last week of February.

The press release was also included in the BusNSW Bulletin for March in which the final Guide was distributed to BusNSW members (**Appendix R**). To accompany the official launch on March 31, 2022, a new press release (**Appendix S**) was provided to the Australasian Bus and Coach (ABC) magazine to promote national awareness of the launch of the guide. ABC has been the source of news and information for the industry for over 30 years and publishes breaking industry news via its “bus news” website.

8. PROJECT OUTCOMES AND BENEFITS

8.1 Project Benefits

The bus and coach sector currently carry around 1.5 billion passengers in Australia each year. There are over 50,000 bus drivers employed in Australia by over 3,500 bus operators. A substantial proportion of these bus operators are based in rural and regional Australia. Many of these rural and regional bus operators are situated remotely and rely heavily on their respective bus association for information, advice, and assistance.

As outlined in Chapter 3 of this Report, bus breakdowns represent a significant challenge to the sector. Despite this prevalence, there has been little guidance to bus operators and their employees on how to manage the risks of a bus breakdown. Instead, many bus operators, particularly small, regional operators have managed the risks using their best intent rather than with best practice.

The Project is aimed at reversing this situation by providing bus operators and their employees with simple but practical guidance on what to do in the event of a bus breakdown. The Bus Breakdown Guide developed by BusNSW through the national Bus Breakdown Guide Committee, provided a number of benefits to this sector of the heavy vehicle industry:

- A simple guidance document, developed by and for the bus industry, to improve safety in the industry.
- Practical assistance on a little understood safety hazard.
- Guidance for all parties involved in the bus breakdown chain of responsibility including bus operators, bus drivers, maintenance staff and breakdown assistance providers. Also, a foundation for future industry training on the issue.
- Publicity and increased awareness of this hazard for internal and external stakeholders, including bus operators and other road users.

8.2 Project Challenges

Undoubtedly the greatest challenge to the project faced by BusNSW was the outbreak of the Delta strain of COVID-19 in 2021 and the subsequent lockdown of businesses that followed, particularly across Sydney in mid-2021.

This not only impacted on the Guide itself, forcing the original photos of “real life” scenarios to be changed to “infographic” illustrations, but the launch of the Guide and publicity campaign, with both the BusNSW Annual Conference and BIC National Summit cancelled due to COVID-19 concerns.

Another challenge in terms of marketing the Guide and bus breakdowns themselves was the project budget allocated to advertising. This resulted in BusNSW utilising paid advertising on Facebook to complement a targeted advertising campaign on buses in

a number of larger regional towns in NSW (refer 7.2.2 above). This is considered a pilot advertising program with expansion to be considered in the future if industry or government funding becomes available.

8.3 Project Outcomes

The outcomes and deliverables for the project have included:

- A simple but practical Guide for all parties in the chain of responsibility in managing bus breakdowns safely.
- A Hard Copy Guide sent to approximately 5,000 bus operators by BIC and state bus associations.
- An electronic version of the Guide (and the video and checklists) available from a dedicated web page on BIC's Moving People [website](#).
- A media campaign directed both at the bus industry and community (other road users) designed to raise awareness of bus breakdowns, the hazards they pose and what to do in the event of a bus breakdown.

8.4 Conclusion

While the results in terms of reduced accidents and fatalities will take time to filter through, it is anticipated that this project will have a marked safety impact for modest expenditure. It has provided practical guidance on a common but poorly understood hazard across the bus and coach industry.

Importantly, both bus operators and drivers will use the same guidance material, irrespective of the jurisdiction they operate in, and the guidelines and procedures will become the basis for a range of flow-on materials such as industry training, internal company policies and procedures, driver manuals and similar initiatives.

The guidance which has been developed through a grant from the National Heavy Vehicle Regulator has become the “state of safety knowledge” on bus breakdowns across Australia. It will impact positively on thousands of bus operators and tens of thousands of bus drivers and maintenance staff across Australia and is likely to prevent severe injury and death among bus drivers, passengers, and other road users.

BusNSW would like to thank the Australian Government, National Heavy Vehicle Regulator and members of the Bus Australia Network committee formed to develop the guidelines for their respective contributions. We also recognise the SARAH Group for their tireless lobbying for a commitment to renewing poor infrastructure and asking motorists to take responsibility for their actions on our roads and highways.

9. APPENDICES

The following documentation is included as Appendices to this Report.

- A. Background Paper for first Bus Breakdown Guide Project Committee Minutes
- B. Minutes of Bus Breakdown Project Committee Meetings
- C. BusNSW correspondence to SARA Group requesting assistance
- D. Final Version of Bus Breakdown Guide
- E. Bus Breakdown Awareness Campaign Strategy
- F. BusNSW January/February Bulletin Article on Bus Breakdown Guide
- G. Draft Press Release on Bus Breakdown Guide January 2022
- H. Design Brief for Bus Breakdown Campaign Assets
- I. Bus Breakdown Campaign Video Brief
- J. A3 Poster Publicising Bus Breakdown Guide
- K. Email Banner Publicising Bus Breakdown Guide
- L. LinkedIn Graphics Publicising Bus Breakdown Guide
- M. Side of Bus Advertising Publicising Bus Breakdown Guide
- N. Coverage Maps for Side of Bus Advertising
- O. Bus Breakdown Industry Awareness Toolkit
- P. Bus Breakdown Community Awareness Toolkit
- Q. Press Release to coincide with Bus Safety Week 2022
- R. BusNSW March Bulletin Cover and Article on Bus Breakdown Guide
- S. ABC magazine press release to launch the Bus Breakdown Guide.

Appendix A

Background Paper for first Bus Breakdown Guide Project Committee Minutes



NHVR Heavy Vehicle Safety Initiative 2020–21: Round 5 Bus and Coach Breakdown Advisory Request for Input

Executive Summary

The Heavy Vehicle Safety Initiative (HVSI) is a program managed by the National Heavy Vehicle Regulator (NHVR) that provides funding to initiatives that will deliver “tangible improvements in road user, road and heavy vehicle safety.” The program is currently in its sixth year of operation.

During 2020, BusNSW was successful in its application for HVSI funding to develop *best practice safety guidelines for bus breakdowns*. The project will be targeted at parties involved in emergency bus breakdowns including bus operators, drivers, maintenance staff and emergency assistance providers. The aim of the project is to minimise the hazards associated with bus breakdowns, particularly those arising from persons alighting from a bus and being hit by other vehicles, and from collisions between moving vehicles and stationary buses.

While BusNSW has been tasked with developing the guidelines via an agreement with the NHVR, we are keen to work closely with BIC and other state associations to ensure that what is developed is suitable for and useful to bus operators throughout Australia. Our aim is to provide the advisory free of charge to bus operators and their drivers throughout the Bus Australia Network (BAN). We are also keen to collect feedback and any existing material on the topic from other associations.

To facilitate that approach we are seeking to:

- a) Convene a Project Committee comprised of BusNSW, BIC and other state associations (along with any external stakeholders that are deemed appropriate).
- b) Hold around 3 meetings in the first half of 2021 to gather ideas and review the materials developed.

BusNSW will be the secretariat for these meetings. In view of possible COVID restrictions and the BAN’s geographical spread, the meetings will be held remotely via video conferencing using Microsoft Teams.

We are seeking your agreement to be part of these meetings, with a view to holding the first meeting in late February.

A draft summary of the project is attached for your information and will be discussed further at the meeting.

Matt Threlkeld
Executive Director
5 February 2021

Bus and Coach Breakdown Advisory Project Summary

Rationale

Bus breakdowns are one of the most common types of incident in the industry. In NSW, there were over 3,000 reported bus breakdowns in 2019 alone. Many private bus and coach operations are run by small family businesses which have often dealt with breakdowns using their best intent rather than a documented procedure based on best practice. The aim of the project is to address this need via practical guidance material suitable for operators throughout Australia.

Target Audience

The primary audience of the guidelines will be bus and coach operators (in terms of preparation for and responding to a bus breakdown). However, the guidance material will also provide practical guidance for others who are involved or have an interest in the impacts of this type of occurrence; namely:

- Primary bus drivers in control of the bus during a breakdown/mechanical failure;
- First responders i.e. the maintenance staff in mechanical repair vehicle;
- Secondary bus drivers, where applicable, dispatched with a bus for the transfer and on-journey of passengers; and
- External stakeholders and the general public.

Structure

For each of the above groups, the guidance material will provide specific assistance, through photos, diagrams and text, on the following issues:

1. Stopping and Parking the Bus and Breakdown Assistance Vehicle
2. Breakdown Location: Road Conditions, Geography and Vehicle Visibility
3. Oncoming Traffic and Isolation of Vehicle
4. Deciding on Passenger Evacuation
5. Breakdown Communications
6. Access to and From the Bus
7. Advance Warning including Lights and Placement of Warning Triangles
8. Waiting for Assistance
9. Transfer of Passengers
10. Rectifying and repairing vehicle on road
11. Towing and removing vehicle from the road
12. Debris and Clean-up.

Project Governance

BusNSW will be responsible for developing the materials in consultation with Bus Australia Network members. BusNSW's Employment and Training Committee will also have input into the material with final review and approval by the BusNSW Board of Management.

Timeframe

It is expected that BusNSW will have a draft of the advisory finalised by July 2021, with the document to be fully completed and distributed, along with suitable communications material, by November 2021. BusNSW has a number of NHVR project milestones to meet during this timeframe.

Appendix B

Minutes of Bus Breakdown Project Committee Meetings

Meeting Name	Bus Breakdown Advisory Committee – Meeting No. 1
Location	BusNSW Video Conference via Teams
Time & Date	1.00pm Wednesday 24 February 2020
Attendees	[REDACTED]
Apologies	[REDACTED]

1. Introduction, Welcome and Apologies

Matt Threlkeld, Executive Director of BusNSW, welcomed attendees and apologies were noted as per above. BusNSW provided an Executive Summary and Project Summary to attendees prior to the meeting.

2. Background to Project

In early 2020, BusNSW received enquiries from members about the availability of guidelines or procedures for bus breakdowns. BusNSW discovered that while guides were available for specific types of bus incident (e.g. bus fires) there was little industry-specific material on managing bus breakdowns that require roadside repairs.

As a result, BusNSW applied under Round 5 of the Heavy Vehicle Safety Initiative (HVSI) for funding to develop best practice safety guidelines for bus breakdowns. The HVSI is a program managed by the National Heavy Vehicle Regulator (NHVR) that provides funding for initiatives that will deliver “tangible improvements in road user, road and heavy vehicle safety.”

In late 2020, BusNSW was advised by the NHVR that its application for HVSI funding had been successful.

3. Purpose of Advisory

The purpose of the project is to develop *best practice safety guidelines* targeted at parties involved in bus breakdowns including bus operators, drivers, maintenance staff and emergency assistance providers. The aim of the guidelines is to minimise the hazards associated with bus breakdowns, particularly those arising from persons alighting from a bus and being hit by other vehicles, and from collisions between moving vehicles and stationary buses/repair vehicles.

While BusNSW has been tasked with developing the guidelines, it wants to work closely with BIC and the state associations to ensure that what is developed is suitable for and useful to bus operators throughout Australia. The aim is to provide the final guidelines free of charge to bus operators and their personnel via the Bus Australia Network.

It is anticipated that a draft of the advisory will be finalised by July 2021, with the document to be fully completed and distributed, along with suitable communications material, by November 2021.

4. Structure and Content

BusNSW outlined a possible structure for the guide, incorporating the following 12 areas:

- Stopping and Parking the Bus and Breakdown Assistance Vehicle
- Breakdown Location: Road Conditions, Geography and Vehicle Visibility
- Oncoming Traffic and Isolation of Vehicle
- Deciding on Passenger Evacuation
- Breakdown Communications
- Access to and From the Bus
- Advance Warning including Lights and Placement of Warning Triangles
- Waiting for Assistance
- Transfer of Passengers
- Rectifying and repairing vehicle on road
- Towing and removing vehicle from the road
- Debris and Clean-up.

It was considered that a simpler structure may be more appropriate (e.g. dividing the guide into 3 key areas such as “Preparation, Breakdown Event and Emergency Roadside Repairs”). It was acknowledged that there is already material available on bus incident management (such as the BIC Incident Pocket Guide and Fire Mitigation Protocol Advisory and TfNSW/BusNSW Incident Management guides for drivers and operators) and that the new Breakdown Guide should refer to these resources rather than duplicating the information.

In view of this, the primary focus would be guidelines for when a bus has a mechanical breakdown, is unable to continue its journey, and requires repairs on the roadside. The primary target audience for the guide would be bus operators (in terms of preparation for and responding to a bus breakdown) but the material should be suitable for distribution by bus operators to employees including mechanics and bus drivers.

The Guide would use photos, diagrams and plain English text to provide advice. The question was raised of whether training would be available to accompany the guidance material. BusNSW advised that it supported the development of on-line training but would need to clarify the issue with the NHVR to ensure that it did not go beyond the scope of the funding agreement.

Members also stressed the need for the guide to be suitable for both simple bus breakdowns (e.g. where the bus can easily pull over to the roadside) and more critical breakdowns (e.g. in

the centre of a busy intersection). It was considered that guidance on communication protocols would be crucial in this context.

5. Existing Heavy Vehicle Breakdown Guidelines

BusNSW asked attendees if they were aware of any existing guidance material which could be utilised to help develop the guide. Among the material suggested was:

- Pre-trip inspection checklists on items which needed to be carried to breakdowns (e.g. warning triangles, hi vis vests, etc).
- A 2013 Guide on Truck Breakdowns developed by the Victorian Transport Industry Safety Group.

Action: BusNSW requested that Committee members send any relevant material to BusNSW for review.

6. Breakdown Scenario Images/Videos

BusNSW took the group through a PowerPoint presentation outlining the need for photos in a number of different bus breakdown scenarios. BusNSW is likely to hire a professional photographer to take photographs of a range of bus breakdown actions, once final content for the guide had been finalised. These photos could also form the basis for possible on-line training.

7. Next Steps

The meeting agreed that prior to another meeting, it would be useful for BusNSW to develop some basic structure and content for the guide, which could be reviewed.

Action: BusNSW undertook to develop a draft guide, with a view to distributing this to the Committee prior to the next meeting in late March.

Action: BusNSW also agreed to canvas whether other groups (such as the Police, TWU, etc) would be interested in providing input.

8. Next Meeting – 11am-12pm Wednesday 24 March 2021.

9. Actions Arising

Item No.	Details	Owner
5.	Committee members to send any existing material on bus breakdowns to BusNSW for review.	All
7.	BusNSW to develop a draft guide, with a view to distributing this to the Committee prior to the next meeting in late March.	BusNSW
7.	BusNSW to canvas other relevant groups to see if they would be interested in providing input.	BusNSW

Meeting Name	Bus Breakdown Operator Guidelines Committee – Meeting No. 2
Location	BusNSW Video Conference via Teams
Time & Date	11.00am-12:00pm Wednesday 25 March 2021
Attendees	
Apologies	

1. Introduction, Welcome and Apologies

Matt Threlkeld, Executive Director of BusNSW, welcomed attendees and apologies were noted as per above.

2. Previous Minutes and Actions Arising

Minutes for the meeting on 24 February 2021 were accepted without amendment.

Actions Arising	Status
Committee members to send any existing material on bus breakdowns to BusNSW for review.	Complete - Crown Coaches, BIC and QBIC provided information to BusNSW
BusNSW to develop draft Operator Guidelines, with a view to distributing this to the Committee prior to the next meeting in late March.	Complete - Draft Operator Guidelines circulated to Committee on 20 March 2021
BusNSW to canvas other relevant groups to see if they would be interested in providing input.	Ongoing

3. Explanation of Draft Operator Guidelines

BusNSW explained that the structure for the Operator Guidelines was based on recommendations made at the last meeting that the guide should be structured into 3 key areas:

- Preparation (directed at management)
- The Breakdown Event (directed at bus drivers)
- Roadside Repairs (directed at maintenance staff).

For each of these chapters, the actions required were outlined in sequential order, with tools provided for each party: Pre-Departure Checklist, Breakdown Checklist for Drivers, and a Breakdown Checklist for workshop staff.

4. Comments on Draft Operator Guidelines

A range of comments and suggestions were made by committee members including:

- *Preparation of Buses (p.6)*: Include Mobile Phone as a piece of emergency equipment (in case two-way malfunctions, etc).
- *Communication with Depot (p.7)* Re-order to prioritise contacting depot.
- *Passengers (p.9)*: The need to stress to drivers that passengers remain on board unless directed otherwise by management.
- *Illustration (p.12)*: To indicate maintenance vehicle is parked at 45-degree angle (where possible).
- *p.13*: Include an additional section on procedures for transferring passengers to the replacement bus. BusNSW to contact State Transit Authority who may have relevant procedures on the issue.
- *Pre-Departure Checklist (p.14)*: States had slightly different accreditation requirements for pre-departure checks so it may be preferable to simply include those "optional" inspection items that could be considered for breakdown preparedness.
- *Pre-Departure Checklist (p.14)*: Include Safety Triangles on "optional" driver checklist.
- *Maintenance Staff Checklist (p.16)*: Include need for maintenance staff to check that driver has parked bus, selected Park or Neutral, shut down engine and removed keys.

Action: Members to email any further comments/suggestions on the draft Operator Guidelines (first draft) directly to BusNSW.

Action: BusNSW to contact State Transit Authority to request any material relating to roadside breakdown procedures that may assist with the development of the guidelines and to invite STA to provide comments on the draft guidelines (once advanced).

5. Other Guidance (Reference material to be included in Operator Guidelines)

Related material on bus incident management (such as the BIC Incident Pocket Operator Guidelines and Fire Mitigation Protocol Operator Guidelines, and TfNSW/BusNSW Incident Management Operator Guidelines for drivers and operators) to be referred to in a "Further Resources" section in the Operator Guidelines.

6. Bus/Coach Photos

Once text in the Operator Guidelines is approved, BusNSW will commission a photographer to take photos of buses and repair vehicles in order to illustrate different scenarios in the guidelines. BusNSW has contacted a number of bus manufacturers who are willing to provide "unbranded" buses for this purpose.

BIC indicated that it had a large amount of stock bus photos and would make these available to BusNSW for possible use in the Operator Guidelines.

BIC also raised the possibility of including advertising to cover the costs of producing the Operator Guidelines, however it was felt at this stage that the current NHVR funding would be sufficient to produce the guidelines.

Action: BIC to provide access to stock photos for possible use in the Operator Guidelines.

7. Format for Operator Guidelines and Branding

The Committee discussed whether it was feasible to develop 3 separate guidelines for operations, drivers and mechanics. Red Bus indicated that it has developed guidelines for these parties and would forward these to BusNSW for review.

Action: Red Bus to forward breakdown procedures for operations, drivers and mechanics to BusNSW for review.

It was agreed that the primary audience for the guidelines are bus and coach operators and the purpose of the guidelines was to provide information and resources for operators to provide guidance to staff.

The Committee discussed how the guidelines should be branded i.e., as a publication of BusNSW, BIC and/or the Bus Australia Network. There was support for BIC "Moving People" branding to retain consistency with other publications (Operator Guidelines) such as the Incident Management Guide and Accessible Public Transport Standards.

There was discussion on whether the Operator Guidelines could be launched to coincide with the National Road Safety Week, coordinated by the Safer Australian Roads and Highways (SARAH) Group. The Operator Guidelines would not be finalised by the date of this year's event (16-23 May), however, BusNSW would look to obtain support from the SARAH Group.

8. Online Tools and Training

The Committee discussed whether online training (eLearning) could be developed to coincide with the Operator Guidelines. It was considered that the content and photos in the Operator Guidelines could be used to develop an online training module for a relatively modest cost. The Committee to discuss this once the Operator Guidelines have been finalised. BusNSW advised that it has a relationship with an online training developer. Committee members to provide details of any online training developers who could also be considered.

Action: Committee members to provide details of any online training developers who may be suitable to convert the Operators Guidelines to eLearning.

9. Next Steps

Action: BusNSW to develop a 2nd draft of the Operator Guidelines, to be distributed to the Committee prior to the next meeting.

10. Next Meeting – 11.00am Wednesday 28 April 2021 (TBC).

11. Actions Arising

Item No.	Details	Owner
4.	Members to email any further comments/suggestions on the draft Operator Guidelines (first draft) directly to BusNSW.	Committee Members
4.	BusNSW to contact State Transit Authority to request any material relating to roadside breakdown procedures that may assist with the development of the guidelines and to invite STA to provide comments on the draft guidelines (once advanced).	BusNSW
6.	BIC to provide access to stock photos for possible use in the Operator Guidelines.	BIC
7.	Red Bus to forward breakdown procedures for operations, drivers and mechanics to BusNSW for review.	Red Bus
8.	Committee members to provide details of any online training developers who may be suitable to convert the Operators Guidelines to eLearning.	Committee Members
9.	BusNSW to develop a 2nd draft of the Operator Guidelines, to be distributed to the Committee prior to the next meeting.	BusNSW

Meeting Name	Bus Breakdown Operator Guidelines Committee – Meeting No. 3
Location	BusNSW Video Conference via Teams
Time & Date	11.00am-12:00pm Wednesday 28 April 2021
Attendees	
Apologies	

1. Introduction, Welcome and Apologies

Matt Threlkeld, Executive Director of BusNSW, welcomed attendees and apologies were noted as per above.

2. Previous Minutes and Actions Arising

Minutes for the meeting on 25 March 2021 were accepted without amendment.

Actions Arising	Status
Members to email any further comments/suggestions on the draft Operator Guidelines (first draft) directly to BusNSW.	Complete – range of comments were received and incorporated.
BusNSW to contact State Transit Authority to request any material relating to roadside breakdown procedures that may assist with the development of the guidelines and to invite STA to provide comments on the draft guidelines.	BusNSW contacted STA by email on 1 April 2020. No response from STA to date. BusNSW will follow up.
BIC to provide access to stock photos for possible use in the Operator Guidelines.	Complete - BIC stock photos received.
Red Bus to forward breakdown procedures for operations, drivers, and mechanics to BusNSW for review.	Complete - Red Bus procedures received and reviewed.
Committee members to provide details of any online training developers who may be suitable to convert the Operators Guidelines to eLearning.	Complete - Name of on-line trainer received.
BusNSW to develop a 2nd draft of the Operator Guidelines, to be distributed to the Committee prior to the next meeting.	Complete - BusNSW distributed Guide on 20/4/21

3. Changes to Draft Operator Guidelines (Version 2)

BusNSW explained the changes that had been made to the second draft of the Guide as a result of the comments received from Committee members. These changes included:

- *Preparation of Buses (p.6)*: Include Mobile Phone as a piece of emergency equipment (in case two-way malfunctions, etc).
- *Communication with Depot (p.7)* Re-order to prioritise contacting depot.
- *Passengers (p.8)*: The need to stress to drivers that passengers remain on board unless directed otherwise by management.
- *p.9*: Include an additional section on procedures for transferring passengers to the replacement bus. BusNSW to contact State Transit Authority who may have relevant procedures on the issue.
- *Illustration (p.12)*: To indicate maintenance vehicle is parked at 45-degree angle (where possible).
- *Pre-Departure Checklist (p.14)*: States had slightly different accreditation requirements for pre-departure checks so it may be preferable to simply include those "optional" inspection items that could be considered for breakdown preparedness.
- *Pre-Departure Checklist (p.14)*: Include Safety Triangles on "optional" driver checklist.
- *Maintenance Staff Checklist (p.16)*: Include need for maintenance staff to check that driver has parked bus, selected Park or Neutral, shut down engine and removed keys.

4. Comments on Bus Breakdown Operator Guidelines

BusNSW asked if there were further comments on the new draft. BIC suggested that there be consistent terminology used in the Guide relating to "roadside breakdowns" and advised it would provide these comments to BusNSW out of session.

BusNSW also requested that any further post-meeting comments be forwarded directly to BusNSW.

Action: BIC to email suggestions re terminology directly to BusNSW.

Action: Members to email any further comments/suggestions on the draft Operator Guidelines (second draft) directly to BusNSW.

5. Further Resources

BusNSW noted an additional Chapter in the latest version of the Guide relating to "Further Resources" that can be accessed by bus operators on issues related to breakdowns. Currently, the documents listed are limited to BIC and NSW resources.

Given the national application of the guidelines, BusNSW is interested in obtaining relevant material from other states and advised that it would request these from the Executive Directors of other bus associations.

Action: BusNSW to email EDs of other state bus associations requesting advice on other documents that may be included in the “Further Resources” Chapter of the Guide.

6. Breakdown Scenario Images/Videos

With the text in the Operator Guidelines nearing finalisation, BusNSW will commission a photographer to take photos of buses and repair vehicles to illustrate different scenarios in the guidelines.

BusNSW has contacted several bus manufacturers who are willing to provide “unbranded” buses for this purpose. It will also source a suitable location which can illustrate passing traffic but with appropriate traffic control to minimise safety hazards. It was suggested that “drone” photography could also be employed to provide an “above bus” view of the positioning of vehicles and warning signs/cones.

BusNSW will liaise with BIC out of session in terms of the “Moving People” branding and graphic design.

Action: BusNSW to commission photographer to take photos of buses and repair vehicles to illustrate different scenarios in the guidelines.

Action: BusNSW to liaise with BIC re access to the “Moving People” brand and graphic design.

7. Online Tools and Training

Crown Coaches provided the contact details of Yarno, the on-line training provider it uses currently. Yarno’s microlearning software platform provides an on-line assessment as evidence of trainee competency.

The Committee determined that online training (eLearning) initiatives would be considered following completion of the Guide.

8. Other Business

The format of the guidelines was discussed i.e. whether documentation should be a downloadable PDF or hard copy publication.

Committee members believed there was merit in having the main operator document as an on-line PDF document with shorter hard copy documents for bus drivers and maintenance staff. It was also recommended that flow-charts be added.

This issue to be further discussed following finalisation of the operator guidelines.

9. Next Meeting

(TBC). BusNSW to organise the next meeting of the Committee following completion of photography and branding (estimated 6 to 8 weeks).

10. Actions Arising

Item No.	Details	Owner
4.	Members to email any further comments/suggestions on the draft Operator Guidelines (second draft) directly to BusNSW.	Committee Members
4.	BIC to email suggestions on terminology for the Guide to BusNSW.	BIC
5.	EDs of state bus associations to be contacted for advice on documents for inclusion in the "Further Resources" Chapter of the Guide	BusNSW
6.	BusNSW to commission photographer to take photos of buses and repair vehicles to illustrate different scenarios in the guidelines.	BusNSW
6.	BusNSW to liaise with BIC re access to "Moving People" brand.	BusNSW
9.	BusNSW to organise next meeting of the Committee following completion of photography and branding	BusNSW

Meeting Name	Bus Breakdown Operator Guidelines Committee – Meeting No. 4
Location	BusNSW Video Conference via Teams
Time & Date	11.30am-12:30pm Thursday 11 November 2021
Attendees	
Apologies	

1. Introduction, Welcome and Apologies

Matt Threlkeld, Executive Director of BusNSW, welcomed attendees and apologies were noted as per above.

2. Previous Minutes and Actions Arising

Minutes for the meeting on 28 April 2021 were accepted without amendment.

Actions Arising	Status
Members to email further comments/suggestions on the draft Guidelines (second draft) directly to BusNSW.	Complete: Comments received from BIC, QBIC, Red Bus, NSW Office of Transport Safety Investigations and Volvo Bus
BIC to email suggestions on terminology for the Guide to BusNSW.	Complete
EDs of state bus associations to be contacted for advice on documents for inclusion in the "Further Resources" Chapter of the Guide	Complete
BusNSW to commission photographer to take photos of buses and repair vehicles to illustrate different scenarios in the guidelines.	Complete: due to COVID restrictions "infographic" style illustrations were included instead of photos, to demonstrate the different breakdown scenarios in the Guide.
BusNSW to liaise with BIC re access to Moving People" brand.	Complete
BusNSW to organise the next meeting of the Committee following completion of photography and branding	Complete

3. Committee Feedback on Bus Breakdown Guide (Design Draft Version 1)

A range of comments were made by the Committee (*refer Appendix A for details*).

Members were also asked to forward any photos of bus breakdowns, repair vehicles, etc for incorporation into the Guide.

Action: Members to forward photos of bus breakdowns, repair vehicles, etc for incorporation into the Guide.

Action: BusNSW to incorporate Committee Members' comments into next draft of the Guide and to circulate for final review.

4. Bus Breakdown Safety Awareness Campaign

The final milestone for the Bus Breakdown Project is an awareness campaign, including print, web and social media publicity material, to promote the Guide among bus operators and their employees. Following discussions with the SARAH Group, the awareness campaign will be divided into two parts:

1. An Operator campaign, with marketing material developed for the use of BIC and State Associations to raise awareness of the Guide among bus operators in their jurisdiction.
2. A broader Community awareness campaign to raise awareness among the community of the hazards posed by buses broken down on the roadside and the need for motorists to slow down and take care.

BusNSW will develop communications toolkits including posters, social media tiles and an animation for use by the BAN.

Action: BusNSW to develop draft Bus Breakdown Communications Toolkits for the operator and community awareness campaigns.

5. Hard Copy Production Guide

While the Guide will be available for bus operators and others to download, committee members considered that hard copies of the Guide would be popular and useful for operators as a reference tool and to aid induction training, etc. BusNSW advised that there were sufficient funds in the budget to produce hard copies for state associations to distribute to members.

Action: BusNSW to write to state associations seeking advice on the number of Hard Copies of the Guide they would like, for distribution to bus and coach operators in their state.

6. Final Report to NHVR

BusNSW advised that the Final Report on the project needs to be submitted to the NHVR by 14 January 2022. As a result, BusNSW is hoping to finalise the Guide by the end of November 2021.

7. Launch of Bus Breakdown Guide and Awareness Campaigns

Given the completion of the project in early 2022 and the national branding of the Guide, it was considered that the BIC Summits on 1 March 2022 may be an opportune time to launch the Guide. Consider inviting the following guests to the launch:

- Assistant Minister for Road Safety - The Hon Scott Buchholz MP
- CEO of the NHVR - Sal Petrocitto
- President of the SARAH Group - Peter Frazer

Action: BIC to set aside 30 minutes in the program at the BIC Summits on 1 March 2022 for the official launch of the Bus Breakdown Guide.

8. Other Business

None.

9. Next Meeting

To be advised if required.

Actions Arising

Item No.	Details	Owner
3	Members to forward photos of bus breakdowns, repair vehicles, etc for incorporation into the Guide.	All
3.	BusNSW to incorporate Committee Members' comments into next draft of the Guide and to circulate for final review.	BusNSW
4.	BusNSW to develop draft Bus Breakdown Communications Toolkits for the operator and community awareness campaigns.	BusNSW
5.	BusNSW to write to state associations seeking advice on the number of Hard Copies of the Guide they would like, for distribution to bus and coach operators in their state.	BusNSW
7.	BIC to set aside 30 minutes in the program at the BIC Summits on 1 March 2022 for the official launch of the Bus Breakdown Guide.	BIC

Appendix A **Comments on Bus Breakdown Guide - 11/11/21**

General Comments

- First step in breakdown policy and procedures is to have an effective preventative maintenance regime.
- Inclusion of high voltage (electric) vehicles Inclusion of high voltage (electric) vehicles probably needs to be included either now or in an update. TAFE course talks about securing and recovering electric vehicles in some detail and while it's consistent with the guide, the need to manage the electrical shutdown/isolation might be a topic for Version 2.0".
- Emergency response section of the new electric bus training has these processes laid into the training including how to deal with different types of electric buses with different drivelines.

Purpose of Guidelines

- Page 1, 2nd paragraph: "stationery" should be "stationary".
- The impact factors (roads, road rules, vehicle construct, etc) are likely evolve or change (example – an on-road repair of a hydrogen powered bus or (high voltage) electric bus). Maybe prudent in the purpose of guidelines to make a clear statement that the guideline does not intend to cover all variables

Section 1: Preparing for a Bus Breakdown

- Page 5 – Section 4: *"The repair vehicle **should** be equipped..."* Consider changing to suggested items. Unless reflective barrier warning tape is legislated, we would not use it. We also don't always use warning cones.

Section 2: The bus breakdown

- Page 9 -Section 3: Consideration be given to including that the driver ensures that the bus is stopped in the kerb side lane in multi lane traffic. Also, if necessary or able to, allow room for the deployment of wheelchair ramp.
- Page 9 - section 4: Consider adding that the vehicle battery main switch should be isolated unless doing so deactivates the hazard warning lights.
- Page 9 - section 4: We don't inform our drivers to turn the bus off, as sometimes the mechanics decide to drive the bus home, but if turned off the bus doesn't start back up.
- Page 10 - Warning Triangles: Table has two headings, "One Way or divided road (oncoming traffic separated by a fixed median strip)" and "One Way or divided road (oncoming traffic NOT separated by a fixed median strip)". Should the latter Heading be "Two Way road that is not divided by a median strip"?
- Page 11 - section 6: Passenger head counts in the event of a bus evacuation possibly needs more critical 'highlighting'.
- Page 11 - section 6: Suggest changing the term "thermal event" to "fire"
- Page 11 - section 7: Driver may need to contact Emergency Services. In most cases, driver contacts depot which contacts Emergency Services.

- Page 11 - section 8: Bus Marshall appointed to assist with children. Is this a "Working with Children" risk?

Section 3: Roadside Repairs

- Page 14 – Section 3 – maybe also include a factor for the repair vehicle drive by “the surface of the area surface and its camber(slope)”?
- Page 14 - Section 4: In general, there is an emphasis for the repair vehicle to be parked at the rear of the breakdown bus. Should a note be added that if a replacement bus is taken to the site that this remains on site until repairs are carried out in high risk situations to afford greater protection for the maintenance staff? This is especially applicable when the breakdown bus has a flat tyre on the offside of the vehicle. (The Committee considered that in such cases, the police should be called. The role of the replacement vehicle is to transfer the passengers rather than act as a buffer).
- Should traffic control training be considered for maintenance staff for deployments in high risk situations
- Page 18 - section 7: Turning the bus off may not be appropriate - the bus may not start again.
- Page 18 - section 7: The advisory mentions removing the ignition key from the bus. Most buses have an engine start isolation switch in the engine bay, this also should be added to the advisory.
- It is also safe practice for the engine bay area access hatch door struts to be clamped to avoid the door inadvertently falling on maintenance staff, especially when passing traffic generates wind pulses.
- Page 18 – Section 8 – maybe consider clean-up of more than rubbish and debris, include also environmental hazard waste such as coolant, diesel and oil.

Appendix B: Pre Departure Check list

- Most bus operators already have a pre-departure check-list. This list should be of items relevant to breakdowns that could be added to the check-list by operators.

Consider adding the following:

- Check for any obvious leaks.
- Check dashboard warning lights and buzzers
- Check door system operation (one of the highest breakdown contributors)
- Check tyres for sidewall damage (another source of constant breakdowns is damage to sidewalls causing premature tyre failures and has resulted in pedestrian and motorist injuries).

Consider removing GPS Tracking

Appendix C: Driver's Breakdown Checklist

- "Engine Turned Off" should be "where appropriate"

Appendix D: Maintenance Staff Checklist

- – Remove "safety gloves" from example of PPE. These could be an entrapment hazard.

Appendix C

**BusNSW correspondence to SARAH Group
requesting assistance**

28 October 2021

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Dear [REDACTED],

RE: Bus Breakdown Guide – NHVR Heavy Vehicle Safety Initiative

BusNSW is the peak body for the NSW private bus and coach industry. BusNSW's mission is to foster the efficient and sustainable growth of public transport in NSW, and to promote the benefits of bus and coach travel.

In late 2020, BusNSW was successful in its application for funding under the NHVR's Heavy Vehicle Safety Initiative (HVS) program to develop *best practice safety guidelines for bus breakdowns*. The HVS program funds initiatives that will deliver tangible improvements in road user, road and heavy vehicle safety.

One of the most common hazards in the bus and coach industry arises from roadside safety risks that result from a bus breakdown. While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant. The aim of the project is to address risks by producing practical guidance material for all parties in the supply chain associated with roadside bus breakdowns, specifically bus operators, drivers, maintenance staff, and emergency assistance providers.

While BusNSW is the lead agency for developing the guidance material, the project has been coordinated with the Bus Industry Confederation and other state bus associations, who are members of the Bus Australia Network. The group recently produced a draft of the guidance material which, while not a final draft, provides an idea of the scope of the document. Please find a copy attached.

The dangers associated with vehicle breakdowns and measures to alleviate those dangers are obviously aligned to the mission of the Safer Australian Roads and Highways (SARAH) Group. As a result, I am writing to you as President of the SARAH Group to see if you would be interested in writing a foreword for the Bus Breakdown Guide.

We are hoping to finalise the guide by 30 November 2021 and to publish it early in the new year. The guide will be complemented by an industry awareness campaign.

We look forward to your consideration of the opportunity and response. Please contact me on [REDACTED] should you require any further information or wish to discuss the project.

Yours sincerely,

A large black rectangular redaction box covering the signature area.

Matt Threlkeld
Executive Director

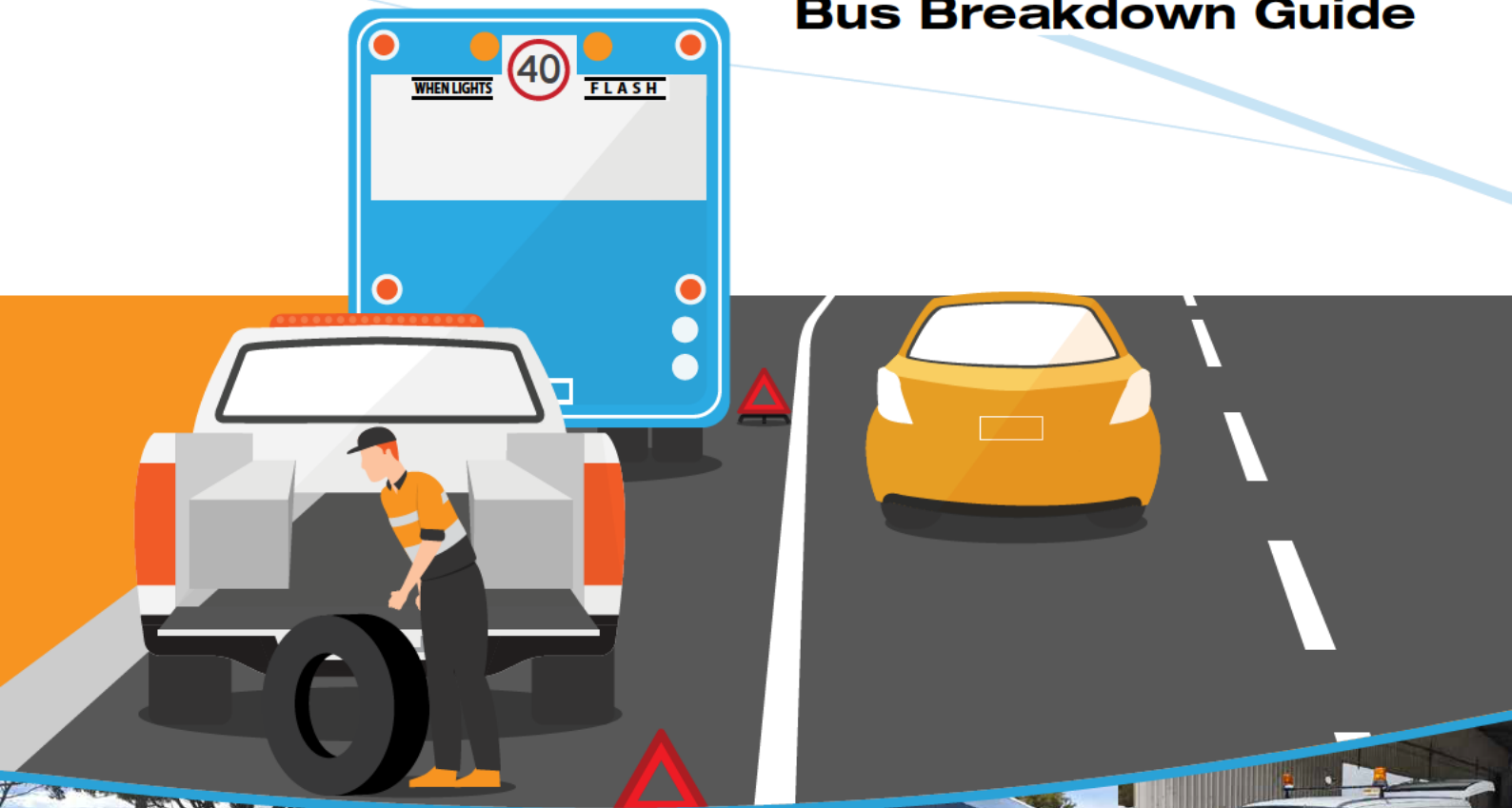
Appendix D

Final Version of Bus Breakdown Guide

MOVING PEOPLE

➤ *Operator Guidelines*

Bus Breakdown Guide



A National Heavy Vehicle Safety Initiative
December 2021

Disclaimer

These Guidelines have been developed to assist bus operators and staff to manage safety in the event of a bus breakdown. While every effort has been made to ensure the accuracy of the material in the Guidelines, persons should seek their own independent legal and safety advice in relation to the topics covered based on their own individual circumstances. BusNSW and the Bus Industry Confederation shall not be liable for any matter contained herein or any loss suffered due to reliance on this information.

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Introduction

A BusNSW project to improve road safety was selected as one of twenty-six projects aimed at saving lives and reducing road trauma under Round 5 of the Australian Government's Heavy Vehicle Safety Initiative (HVSI). The HVSI program funds initiatives that will deliver tangible improvements in road user, road and heavy vehicle safety.

The funding from the Australian Government and coordination by the National Heavy Vehicle Regulator has provided a great opportunity for the bus and coach industry to promote road safety, particularly in regard to heavy vehicles. One of the most common hazards in the bus and coach industry arises from roadside safety risks that result from a bus breakdown.

While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant. The aim of the project is to address risks by producing practical guidance material for

all parties in the supply chain associated with bus breakdowns, specifically operators, bus drivers, maintenance staff, and emergency assistance providers.

While BusNSW was the lead agency responsible for developing the guidance material, the project provides regional, cross-jurisdictional and national safety benefits for the industry. The guidelines were developed in close consultation with the Bus Industry Confederation and other state associations, who are members of the Bus Australia Network.

BusNSW would like to thank the Australian Government, National Heavy Vehicle Regulator and members of the Bus Australia Network committee formed to develop the guidelines for their respective contributions. We also recognise the SARAH Group for their tireless lobbying for a commitment to renewing poor infrastructure and asking motorists to take responsibility for their actions on our roads and highways.

Foreword

Everyone has the right to get home safe to their loved ones... every day... without exception!

I have been working in road safety for almost a decade having been brought into this area following the preventable and completely avoidable death of my own beautiful daughter Sarah Frazer. In February 2012, a distracted truck driver drove directly into her broken down vehicle while it was being hooked up, instantly killing the tow truck driver, and leaving my beautiful 23 year-old daughter in pieces on the Hume Freeway in NSW.

As a result of this tragedy, I created a Non-Government Organisation focused on improving national road safety. Called Safer Australian Roads And Highways (SARAH), our commitment is to protect all those who are vulnerable on the road ahead.

So when BusNSW asked me to write the foreword for the Bus Breakdown Guide, I was honoured to do so for it demonstrates BusNSW's unwavering commitment to **get everyone home safe**. I am also pleased to note that in following its guidance, we will reduce the risk of road crashes, and in so doing, minimise the risk of trauma within our community.

When we consider those who provide patronage on our bus services, whether it's commuters, those travelling for pleasure, the elderly, and/or our children going to or from school, each of these groups start and end their journey as vulnerable pedestrians. As they all need our community's

active protection, our mantra to everyone in control of a vehicle must be to "Drive as if it's your loved ones on the road ahead!"

The document is all the more important because speed related injury and death remains Australia's most challenging issue. This is even more pressing as there appears to be a lack of understanding, acknowledgement or even compassion, for those who are quite defenceless should they be struck by a vehicle at any speed above 30 kilometres per hour.

This document will help change aberrant behaviours by reinforcing that, just as drivers must slow down to protect kids in school zones, **this same behaviour must also apply every time they approach a bus that is stationary, and irrespective of whether the bus is working or broken down, irrespective of whether an indicator is blinking, or all its hazard lights are flashing.**

I commend BusNSW and the National Heavy Vehicle Regulator on delivering this important national Guide because in helping make road safety the wider community's priority, together we will get everyone home safe!

**Peter Frazer B.Ec,
CF, FARSC**

*President, Safer Australian
Roads And Highways*



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Purpose of the Guidelines

One of the most common hazards in the bus and coach industry is the on-road safety risks presented by a bus breakdown. Across Australia, bus breakdowns are one of the most common types of incident in the industry.

While breakdowns can occur in all motor vehicles, the risks associated with bus breakdowns, where the vehicle is carrying public passengers and often schoolchildren, can be significant. Data from the bus and coach sector reveals that the majority of serious injuries and fatalities occur not within the bus but rather on the road where passengers alighting from a bus can be hit by other vehicles. There is also the potential of multiple fatalities from a collision between a moving vehicle and a stationary bus or repair vehicle.

These risks increase significantly in rural and regional Australia where a combination of high-speed roads, often with single lanes and high volumes of other heavy vehicle traffic, present additional safety issues. Road infrastructure in rural areas is generally poorer which, when combined with fog, wet weather and geographical features, can produce significant hazards for bus passengers and motorists in the event of a bus breakdown.

The aim of these Guidelines is to provide practical guidance material to help bus operators to manage the safety hazards associated with a bus mechanical breakdown that requires roadside repairs. Whilst primarily aimed at bus operators, the guidelines include procedures and safety protocols for bus drivers and the maintenance staff dispatched to repair the vehicle.

The transition to Zero-Emission Buses will add more complexity to these guidelines with operators needing to manage the electrical shut down and isolation on high voltage vehicles. A new training framework to ensure the current and future workforce who service and repair buses are 'electric ready' is currently being prepared for the industry. Similarly, any future changes to

government legislation will need to be considered within the context of this guide.

References to a bus in this advisory includes a coach.

Bus Breakdown Responsibilities

Many parties may be involved in a bus mechanical breakdown including:

- > Bus Operators (who are responsible for preparing for and overall management of the breakdown)
- > Bus Drivers (who are responsible for managing the immediate impact of a bus breakdown)
- > Bus Maintenance staff (who are responsible for responding to a breakdown and repairing the vehicle)
- > Secondary bus drivers (who are generally dispatched with a bus for the transfer and on-journey of passengers).

The number and variety of people involved can lead to confusion about each party's particular roles and responsibilities in the event of a roadside bus breakdown.

Generally, however, the breakdown of a bus can be divided sequentially into three stages:

- 1 Preparation for a Breakdown
- 2 The Bus Breakdown
- 3 Roadside Repairs

Dividing the breakdown in this way allows the particular responsibilities for each party in the chain of responsibility to be identified and allocated.



➤ **Section I**

Preparing for a Bus
Breakdown

Preparing for a Bus Breakdown

The first step in preparing for a breakdown is for operators to have an effective preventative maintenance regime. Providing well maintained vehicles ensures a reliable and safe passenger experience.

Breakdowns will inevitably occur so it is important to ensure that the staff and equipment needed in the event of a breakdown are ready to be deployed. This is primarily the responsibility of the bus operator.

Bus operators should also consider undertaking an assessment of the safety risk that bus breakdowns pose to their operations.

An example of a **Risk Assessment** for a **Bus Breakdown** is included at **Appendix A**.

Preparing for a bus breakdown can be divided into four key areas:

- 1 Communication Protocols
- 2 Training of Staff
- 3 Preparation of Buses
- 4 Preparation of Repair Vehicles

1. Communications

Clear communication channels and protocols are needed between the bus driver, depot and repair vehicle in the event of a bus breakdown. Ideally, all vehicles should be fitted with two-way radios to enable direct communications between the bus driver, depot and repair vehicle.

To assist with this and other requirements, a **Bus Operator Breakdown Communications Checklist** is included at **Appendix B**.

Specific communication protocols for both bus drivers and repair vehicle drivers are outlined in the following chapters. All parties should also be provided with breakdown contact numbers e.g., Operations Manager, Maintenance Manager, Roadside Assistance, Police, etc.



Hi Visibility and reflective markings provide additional safety for staff working in a dangerous environment.

2. Training

Bus operators need to ensure that bus drivers and maintenance staff understand exactly what to do in the event of a bus breakdown. This can be achieved via training and procedures. The following two chapters can provide the basis for developing a specific training program for:

- > Bus Drivers (“The Bus Breakdown”)
- > Maintenance Staff (“Roadside Repairs”) and
- > Operational Staff.

3. Preparation of Buses

Beyond drivers, it is important that buses are fitted with appropriate emergency equipment in a clearly marked location for use in the event of a bus breakdown. Such equipment may include:

- > Hi-visibility vests for drivers
- > Warning Triangles
- > Traffic Hazard Sign
- > Two-way radios
- > GPS Tracking
- > Mobile phones (in case a two-way radio is not available or out of range).

To ensure such equipment is always available, these items can be included as part of the Pre-Departure Checklist completed by the driver at the commencement of each shift.

A basic **Pre-Departure Checklist** is included as **Appendix C** and can be modified to suit the operator's circumstances.



Spare wheels are safely unloaded on the near side of the repair vehicle away from the traffic flow

4. Preparation of Repair Vehicle

Thought also needs to go into the equipment and access for the repair vehicle which will be dispatched by the operator in the event of a breakdown. The repair vehicle should be clearly visible at night, with retro-reflective stickers or other markers applied. Flashing lights (generally yellow) may also be fitted subject to individual state regulations.

Following is a list of suggested items to be carried in the repair vehicle:

- > Hi-visibility vests and PPE for bus repairers
- > Safety Signs (e.g. “Traffic Hazard Ahead”)
- > Warning Cones
- > Portable warning lights to illuminate the traffic hazard area
- > Clean up absorbents (Spill kits)
- > Two-way radio
- > Mobile Phone
- > Reflective barrier warning tape.

In addition, the repair vehicle needs to be set up in such a way that access to service compartments and driver entry and exit is from the left side of the vehicle, to minimise the need for the driver to be exposed to traffic when parked on the roadside.



➤ **Section II**

The Bus Breakdown

The Bus Breakdown

A bus breakdown will be initially managed by the bus driver. Normally, the driver manages the breakdown in the following order:

- > Detecting a problem with the vehicle
- > Communicating with the Depot
- > Determining where to pull over
- > Securing the Vehicle
- > Placing Warning Triangles and other signals
- > Passenger Evacuation (if necessary)
- > Waiting for Assistance
- > Transfer of passengers to replacement vehicle.

Bus breakdown procedures for drivers need to cover each of these events.

1. Detecting a Problem with the Vehicle

In most situations, a bus with mechanical problems will not stop immediately. Normally, the driver will have some warning (e.g. an illuminated oil light or noise from a flat tyre) indicating that something is wrong with the vehicle. Even when there is no advance warning, the vehicle will usually be able to coast or travel in “limp” mode for some distance before coming to a stop.

This is an important consideration because it provides the bus driver with the opportunity to choose a location to stop on the roadside.

2. Communicate with Depot

Once a problem with the bus is detected, the driver should contact the depot to inform them of:

- > The nature of the problem
- > The location of the bus
- > Any imminent safety or environmental hazards e.g., fuel or oil spillage
- > The number of passengers on board and any passengers with special needs (e.g. children, elderly, passengers with a disability, etc.)
- > The speed limit in the immediate vicinity (if known)
- > Whether the road is single lane or dual carriageway.

The depot will notify the driver of what action to take and will keep the driver updated on events as they happen such as the dispatch of a replacement bus, repair vehicle or tow truck.

3. Determining Where to Pull Over

In choosing where to pull over, drivers need to keep the following 4 principles in mind:

- > **Sight:** A good line of sight from a distance, away from intersections, bends or corners.
- > **Surface:** A hard road or shoulder surface on which to stop the bus.
- > **Space:** Consider the space that maybe required for any passengers in wheelchairs and the space that may be required for the repair vehicle and the replacement bus to safely pull over.
- > **Slope/Camber:** A flat road or shoulder to transfer passengers and repair the vehicle.



Consider the suitability of the location.



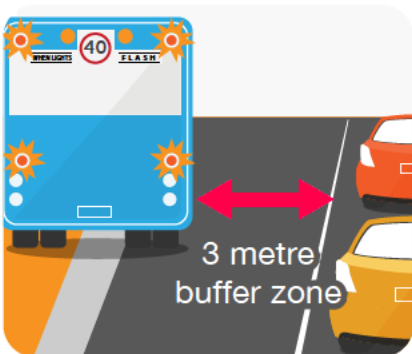
Is there a more suitable location like a rest stop or service station nearby?



Avoid locations that impede passing traffic.

4. Securing the vehicle

Passing traffic is the single greatest risk in a bus breakdown. Ideally the roadside breakdown location should allow for **3 metres** of clearance from other traffic. Where this is not possible, the bus should be stopped in a position where it is clearly visible from a distance and does not interfere with passing traffic.



A buffer zone increases visibility and safety.



Parking at an angle reduces risks.



Turning the front away from the traffic creates a clearance.

The bus should be secured by selecting Park or Neutral, applying the parking brake, turning the engine off and removing the keys, unless otherwise directed by the depot or maintenance staff. The battery isolation switch (if fitted) may also be turned to the off position. **Under no circumstances should the bus door interlock be used to secure the vehicle.**

The vehicle's hazard lights should be activated. **Where passengers are on board, they should be advised of the problem and asked to remain on the bus unless there is an imminent danger with them remaining on board.**

5. Warning Triangles

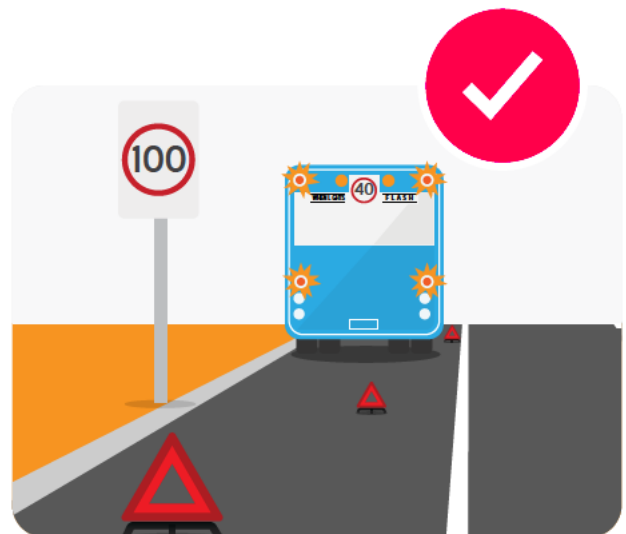
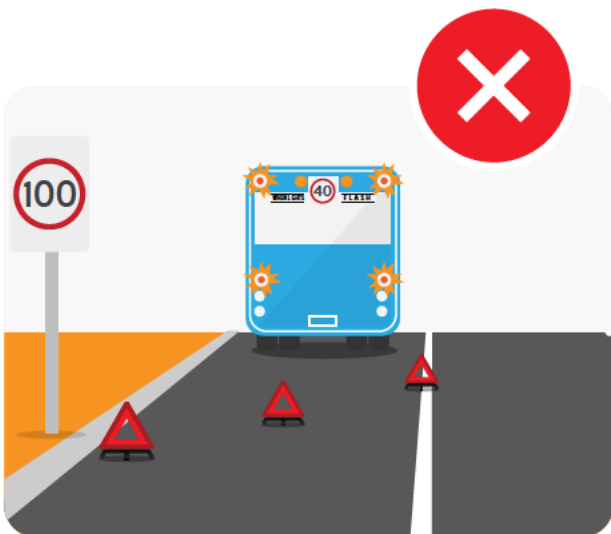
Prior to exiting the bus, the driver must put on their high visibility vest.

Drivers should assess the breakdown site to ensure that the warning triangles are correctly placed for the safety of the bus and passengers and other motorists.

Triangle placement is determined by the speed zone of the road, whether the road is divided by a median strip and the visibility of the broken-down bus. Warning triangles should be placed when the bus is not visible from at least 200 metres away or 300 metres away in a high-speed zone.

Refer to the table below for instructions on the use of triangles.

SPEED LIMIT	ONE WAY OR DIVIDED ROAD (ONCOMING TRAFFIC SEPARATED BY A FIXED MEDIAN STRIP)	ONE WAY OR DIVIDED ROAD (ONCOMING TRAFFIC <u>NOT</u> SEPARATED BY A FIXED MEDIAN STRIP)
UNDER 80 KM/H	<ol style="list-style-type: none"> 1 First Triangle beside the bus 2 Second Triangle at least 50m but no more than 150m behind bus 3 Third Triangle in between bus and the last Triangle 	<ol style="list-style-type: none"> 1 First Triangle beside the bus 2 Second Triangle at least 50m but no more than 150m behind bus 3 Third Triangle placed at least 50m but not more than 150m in front of bus
80 KM/H OR OVER	<ol style="list-style-type: none"> 1 First Triangle beside the bus 2 Second Triangle at least 200m but no more than 250m behind bus 3 Third Triangle in between bus and the last Triangle 	<ol style="list-style-type: none"> 1 First Triangle beside the bus 2 Second Triangle at least 200m but no more than 250m behind bus 3 Third Triangle placed at least 200m but not more than 250m in front of bus



Placement and spacing of warning triangles is important. Triangles should not encroach onto a trafficable lane.

6. Passenger Evacuation (If necessary)

Generally, passengers are likely to be safer on than off the stationary broken down bus. This requires the driver to advise passengers to remain on board the bus and to await further instructions.

However, there will be circumstances where passenger evacuation is necessary (e.g. the bus has been forced to stop in a dangerous location or there is a risk of a fire).

If evacuation is necessary, instruct the passengers to disembark in an orderly manner and escort them to a safe area away from the bus and other traffic. The bus driver should count the number of passengers and consider appointing marshals from among the passengers to assist with vulnerable passengers e.g. elderly passengers or children. The passenger count should be provided to the depot and replacement bus driver to ensure no one is left behind.



Passengers should wait in a safe area “upwind” of the breakdown

7. Waiting for Assistance

While waiting for the repair vehicle and/or replacement bus, the driver should maintain regular contact with the depot, to determine the likely arrival time for assistance. Drivers should also keep passengers informed of progress.

Depending on the bus’s location and situation, the driver may also need to contact the depot to contact other emergency agencies such as:

- > Police (000)
- > The relevant road agency in each state.

Generally, if a tow truck is required, this will be arranged by the maintenance staff.

Passengers should be advised that a replacement bus will arrive soon. If the vehicle has been evacuated, the driver should maintain visual contact with passengers. Children should never be left unattended – this may require the driver appointing a marshal from among the passengers to ensure children remain supervised at all times.

8. Transfer of Passengers

Prior to the arrival of the replacement bus, the depot and the original driver should determine the best place to park the replacement bus to transfer the passengers. On a divided road this is usually in front of the broken down bus if possible. Once the replacement bus is in position, the driver of the original bus should assist with the safe transfer of passengers.

Passengers should be reminded to take their belongings with them and to disembark in an orderly fashion. The driver should do a head count of the passengers on board. Depending on the number of passengers, the driver may request that passengers disembark in stages; for example, passengers in the front three rows of seats to disembark first.

Passengers should be instructed to remain on the left-hand side of the bus and to proceed directly to the replacement vehicle. The driver should also consider appointing marshals from among the passengers to assist with vulnerable passengers e.g. elderly passengers or children.

Once all passengers have boarded, the driver should conduct a final head count to ensure that no one has been left behind.

To assist drivers to manage the breakdown and other requirements, a **Bus Driver Breakdown Checklist** is included at *Appendix D*.

➤ **Section III**

Roadside Repairs

Roadside Repairs

1. Prior to Arrival

Prior to arriving on the scene, operations or maintenance staff should communicate with the bus driver to establish:

- > The mechanical issue/problem with the bus
- > The exact location of the bus
- > The direction the bus is facing
- > If there will be any problems accessing the bus
- > The location of the bus keys and the need to hand these over to maintenance staff
- > Any other assistance required.

2. Communication

The maintenance staff or driver at the scene should maintain regular contact with the depot. This includes at the beginning and completion of each roadside repair job.

There should be the ability for the driver or maintenance staff on scene to contact emergency services on '000' on their mobile phone if needed (e.g. in order to direct traffic).

3. Arrival at the Scene

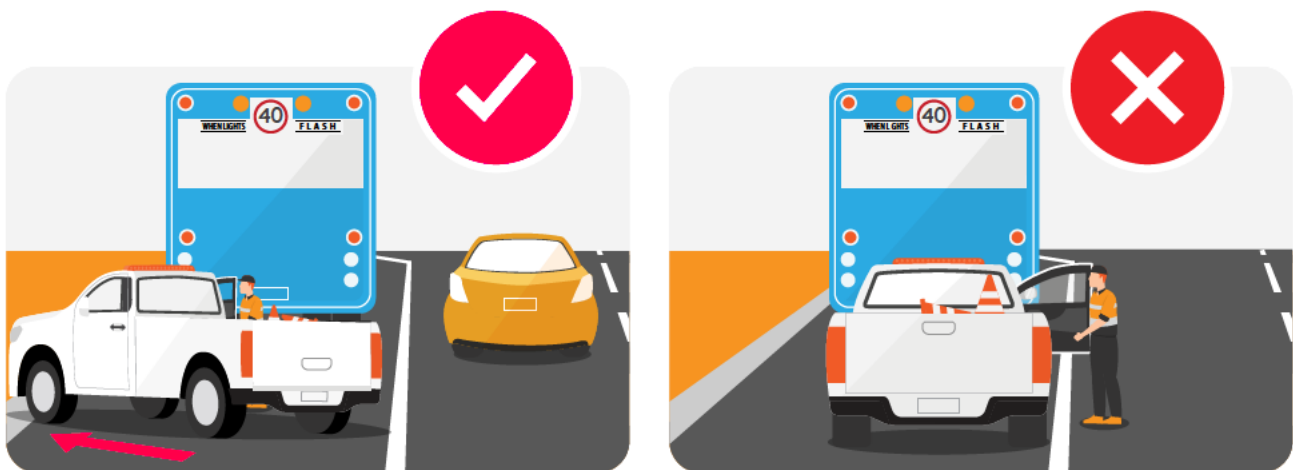
A physical "drive-by" of the breakdown location should be considered by maintenance staff to observe the vehicle's location and any factors that may impact on the ability to safely work on the vehicle. These factors may include:

- > The worksite approach speed
- > The road surface and camber/slope
- > Traffic volume and vehicle composition (e.g. the prevalence of heavy vehicles on the road)
- > Layout of the work area and approaches to the work area
- > Weather conditions and visibility
- > Activity of pedestrians or cyclists.

To assist with this and other requirements, a **Maintenance Staff Breakdown Checklist** is included at **Appendix E**.

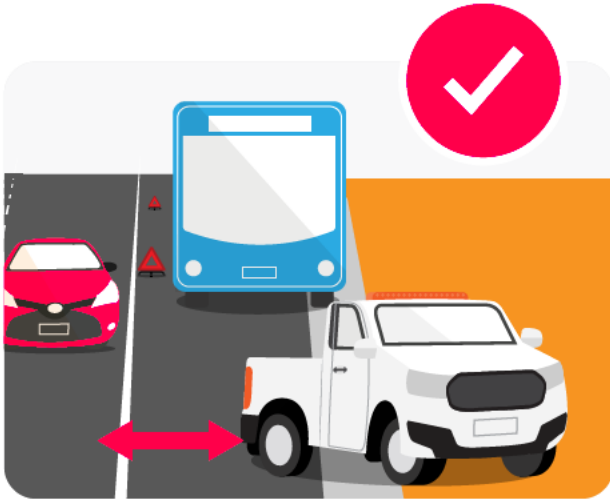
4. Parking the Repair Vehicle

The repair vehicle may be positioned at the **front** or **rear** of the stationary broken down bus. Generally, the repair vehicle should be parked at a **45-degree angle** (with the rear of the repair vehicle closest to the road). This increases the visibility of the repair vehicle and reduces the potential hazard for passing traffic. It also provides safer access from both sides of the repair vehicle if required.



Whenever possible, avoid parking right next to a trafficable lane.

The front wheels of the workshop breakdown vehicle should be turned towards the near side kerb whenever possible.

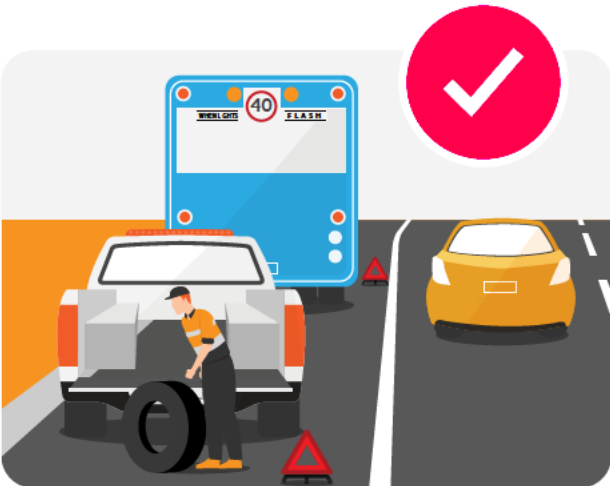


A 45 degree angle increases visibility for passing traffic.



Only the rear of the repair vehicle is visible. Equipment stored on the right hand side cannot be safely accessed.

However, where bulky items such as spare tyres need to be unloaded from the repair vehicle, it may be safer not to park at an angle.



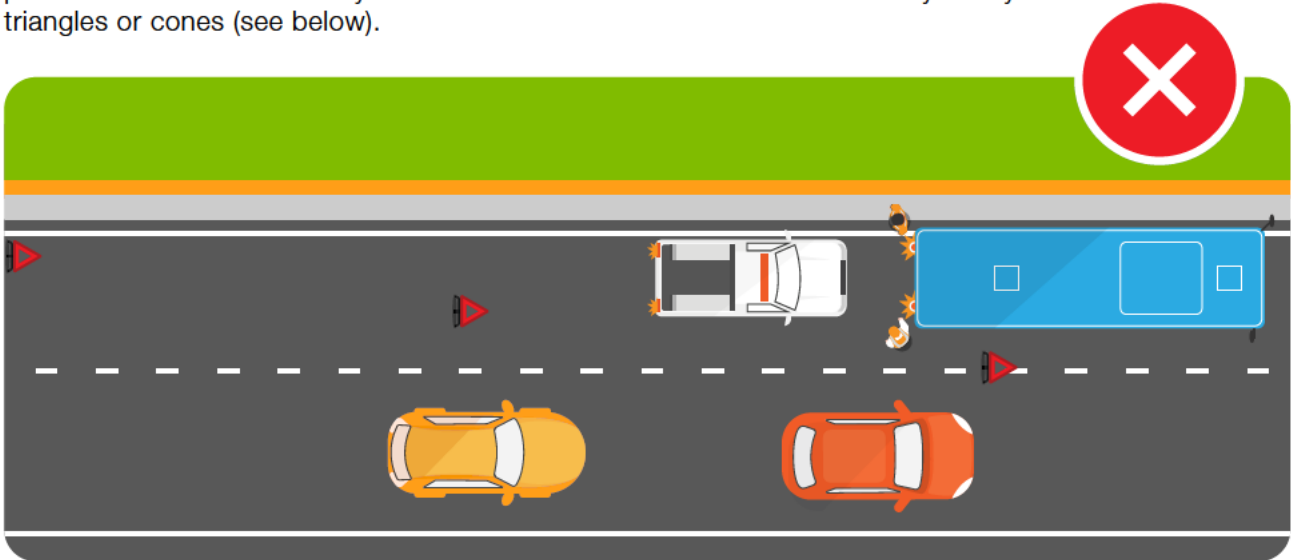
Parking parallel to traffic may be required when access to the rear of the vehicle is essential.



In this scenario, parking at a 45 degree angle may introduce hazards.

5. Distance from Passing Traffic

Space should be maintained between the work area and passing traffic – if possible, work should take place at least **3 metres** away from traffic. This clearance can be marked by safety triangles or cones (see below).



The risk from passing traffic is present at the rear or the front of the bus.

Where possible, a “buffer zone” of **10 to 15 metres** should be maintained between the repair vehicle and the stationary broken down bus.

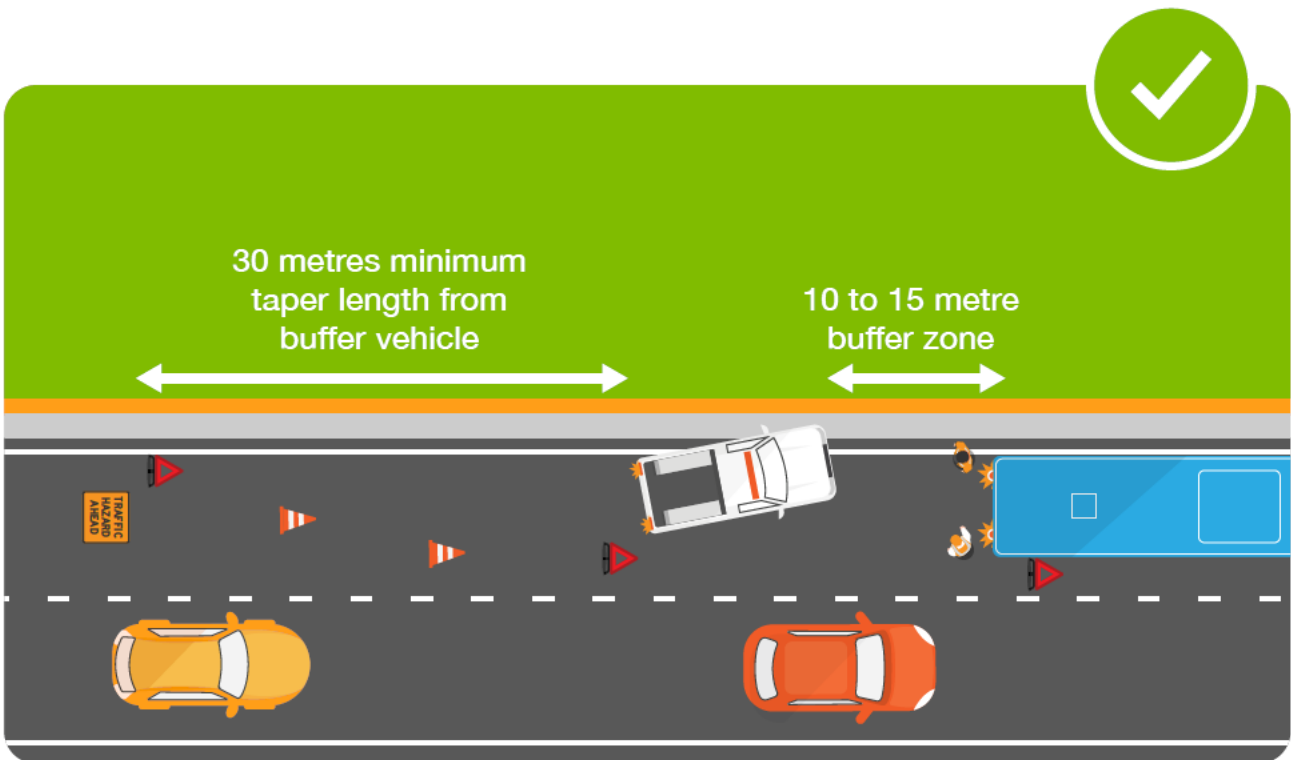


Illustration showing placement of warning sign, triangles and safety cones.

6. Safety Cones and Warning Signs

Safety cones and Warning Signs are to be deployed for the duration of the repairs.

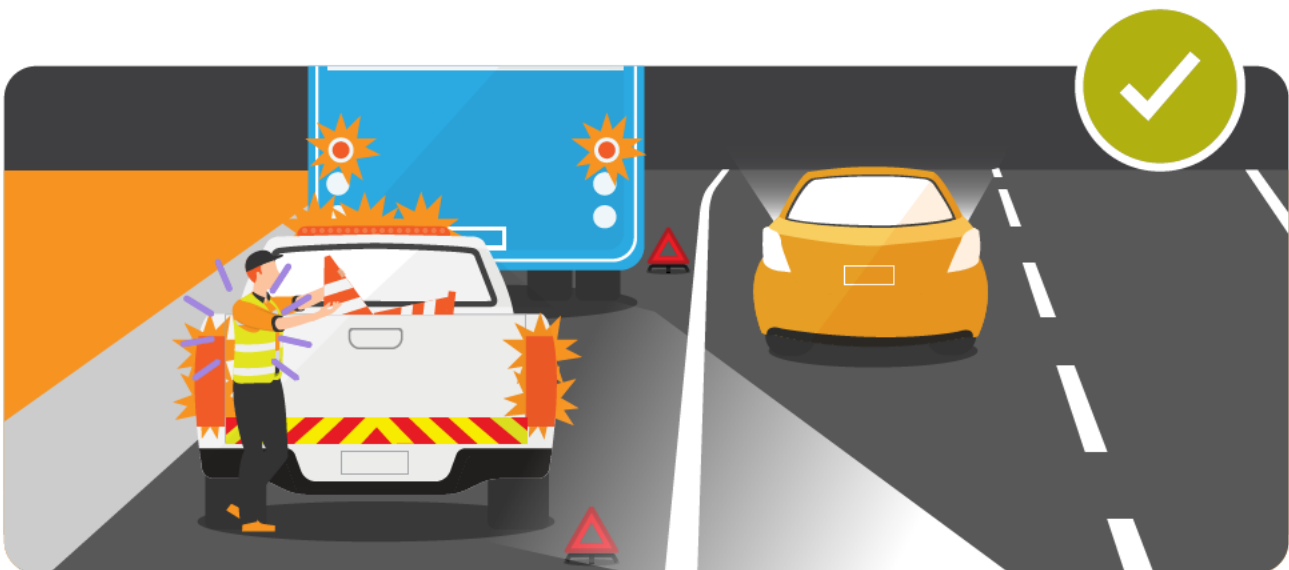
The purpose of safety cones is to direct traffic either by:

- > merging traffic from one trafficable lane to an adjacent trafficable lane moving in the same direction, or
- > moving a single lane in a lateral direction around an obstacle or work area for the safety of the maintenance staff.

Traffic cones are usually bright red or orange. The minimum height of the safety cone is determined by the approach speed of traffic. Cones with a minimum height of 450mm can be used on roads of up to 70km/h in speed. A 700mm cone is required for all speeds above 70km/h.

It is recommended that warning signs and traffic cones suitable for all road speeds be carried in repair vehicles and used for freeways and night guidance during breakdowns.

'Traffic Hazard Ahead' sign may be used whenever any unexpected event causes a traffic hazard. This sign does not require a permit to use.



During the entire breakdown process the repair vehicle must have all available hazard lights illuminated and all workers must always wear high visibility clothing.

7. Undertaking Repairs

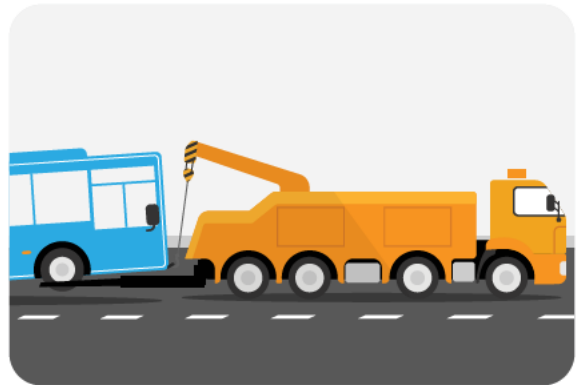
Work on the stationary broken down bus should only take place once a clear and safe work area has been established including the correct placement of warning triangles, safety signs and cones.

Maintenance staff should ensure that the vehicle has been correctly isolated and is in a stable position for the repair. Prior to commencing work, maintenance staff should verify that the bus has been parked with the park brake applied, the bus gear in Park or Neutral, the engine should be turned off and keys removed unless the maintenance staff determine it necessary to have the engine running.

While undertaking repairs, maintenance staff should access tools and spare parts from the repair vehicle **on the left-hand side of the vehicle** wherever possible.

If the maintenance staff determine that a safe distance cannot be maintained between the breakdown vehicle and passing traffic, it may be necessary to seek professional help; for example:

- > The Police or state road agency to assist with traffic control or
- > Having the bus towed to a safe area or the depot before repairs are attempted.



The depot is to be advised prior to this course of action.

8. Clean-Up

Once repairs are completed and the bus is operational, warning cones and other traffic signals are to remain in place until after the repaired bus and the replacement have departed.

Maintenance staff are to ensure that any rubbish and debris created by the breakdown are removed, prior to moving the breakdown signage. Particular attention should be paid to waste regulation requirements for the cleaning of any environmental hazards such as coolant, diesel and oil spills.

Once the area is clear, warning signs, triangles and safety cones are to be removed and stored, with the repair vehicle to wait for a break in the traffic before leaving the site.

Appendix F includes some **further resources** that bus operators may access for information related to this topic.





➤ **Appendices**

Appendix A: Sample Risk Assessment – Bus Breakdown

HAZARD	LIKELIHOOD	SEVERITY	RISK RATING	RECOMMENDED CONTROLS	RISK RATING AFTER CONTROLS
VEHICLE/ PASSENGER COLLISION FOLLOWING BUS BREAKDOWN	Likely	Death or permanent disability	1	<p>All bus drivers and maintenance staff trained in breakdown procedures based on the BIC/BAN Bus Breakdown Guide.</p> <p>Buses and repair vehicles carry breakdown and safety equipment including hi vis vests, warning triangles, traffic signs and suitable communication devices.</p> <p>Drivers instructed to pull over at location with good visibility of bus for the safety of other traffic.</p> <p>Drivers instructed to put hazard lights on and advise depot of any site hazards.</p> <p>Driver instructed to place warning triangles as per the guidelines to warn traffic.</p> <p>Drivers instructed to keep passengers on board the bus unless clear risk e.g., smoke or fire.</p> <p>Replacement bus to park in front of broken-down bus where possible.</p> <p>Bus driver and replacement driver to assist and account for all passengers to safely evacuate and board replacement bus.</p> <p>Replacement bus to wait for break in traffic before departing.</p>	6

Risk Rating:

1-2: High Risk (Action now) | 3-4: Moderate Risk (Action soon) | 5-6: Low Risk (Action when practicable)

Appendix B: Bus Operator Breakdown Communications Checklist

ITEM CHECKED (PLEASE TICK)	YES	NO	DETAILS
CONFIRM DRIVER AND BUS REGO			
CONFIRM EXACT LOCATION			
SINGLE OR DUAL LANES			
CONFIRM SPEED LIMIT AT LOCATION			
CONFIRM PASSENGER NUMBERS			
ARE THERE ANY INJURIES			
ARE THERE ANY ENVIRONMENTAL ISSUES			
ARE EMERGENCY SERVICES REQUIRED			
IS FURTHER ASSISTANCE REQUIRED FOR TRAFFIC MANAGEMENT			
RECORD TIME REPLACEMENT BUS SENT			
CONTACT DETAILS FOR ANY MARSHALS APPOINTED			
ANY PASSENGER SPECIAL NEEDS			
CONFIRM PASSENGER LOCATION AND TRANSFER POINT			
ARE FURTHER TRIPS / SERVICES AFFECTED			
DO SCHOOLS OR OTHER THIRD PARTIES NEED TO BE NOTIFIED			
REPORTING REQUIREMENTS COMPLETED			
BUS BREAKDOWN COMPLETED			

Appendix C: Bus Driver Pre-Departure Checklist

Most companies require drivers to conduct a visual pre-departure check of the vehicle prior to each shift. The checklist below provides a sample of the basic items that most operators would require drivers to check combined with other items for operators to consider adding to the vehicle to assist in the event of breakdown.

ITEM CHECKED (PLEASE TICK)	YES	NO	COMMENTS
EMERGENCY BREAKDOWN CONTACT NUMBERS ARE SUPPLIED TO DRIVER OR LOCATED WITHIN THE VEHICLE			
WHEEL NUTS SECURE (VISUAL CHECK)			
CHECK ALL TYRES INFLATED AND NO SIGNIFICANT TREAD OR WALL DAMAGE TO TYRES			
NO BODY DAMAGE			
CHECK FOR ANY OBVIOUS LEAKS AND START BUS (CHECK ALL WARNING LIGHTS AND GAUGES)			
INDICATORS WORKING			
HAZARD LIGHTS WORKING			
TWO WAY RADIO WORKING			
MIRRORS UNDAMAGED AND IN POSITION			
CHECK GAUGES			
HI-VISIBILITY VEST ON BOARD			
SAFETY TRIANGLES ON BOARD (IF APPLICABLE)			
MOBILE PHONE CARRIED (EMERGENCIES ONLY)			
WIG WAGS WORKING (IF APPLICABLE)			
TICKET MACHINE WORKING (IF APPLICABLE)			
AIR BAGS ARE UP BEFORE MOVING BUS (IF APPLICABLE)			
GPS TRACKING WORKING (IF APPLICABLE)			

Appendix D: Bus Driver Breakdown Checklist

WHERE BUS IS STOPPED		YES	NO	COMMENTS
AWAY FROM INTERSECTIONS, BENDS OR CORNER				
ON HARD ROAD OR SHOULDER SURFACE				
ON FLAT ROAD OR SHOULDER				
GOOD LINE OF SIGHT FOR ONCOMING TRAFFIC				
SUFFICIENT SPACE FOR BUS AND WORKSHOP VEHICLE				
CLEARANCE FROM OTHER TRAFFIC (3M IS IDEAL)				
SECURING THE BUS		YES	NO	COMMENTS
BUS GEAR IN PARK OR NEUTRAL				
PARKING BRAKE APPLIED				
ENGINE TURNED OFF AND KEYS REMOVED FROM BUS				
HAZARD LIGHTS ON				
PASSENGERS ADVISED TO REMAIN ON BUS (UNLESS DANGER)				
HI-VIS VEST WORN				
DEPOT COMMUNICATION		YES	NO	COMMENTS
PROBLEM WITH BUS (IF KNOWN)				
LOCATION OF BUS				
SPEED LIMIT OF ROAD				
SINGLE LANE OR DUAL CARRIAGEWAY				
NO. OF PASSENGERS ON BOARD AND ANY SPECIAL NEEDS?				
PLACEMENT OF WARNING TRIANGLES				
ROADWAY SEPARATED BY FIXED MEDIAN		ROADWAY NOT SEPARATED BY FIXED MEDIAN		
Under 80km/h	80km/h or Over	Under 80km/h	80km/h or Over	
Beside bus	Beside bus	Beside bus	Beside bus	
100m behind bus	200m behind bus	100m behind bus	200m behind bus	
50m behind bus	100m behind bus	100m in front of bus	200m in front of bus	
EVACUATION OF PASSENGERS (ONLY WHERE NECESSARY)		YES	NO	COMMENTS
INSTRUCTED TO EVACUATE IN ORDERLY MANNER				
MARSHALLS APPOINTED FOR VULNERABLE PASSENGERS				
ESCORTED TO SAFE PLACE AWAY FROM BUS/TRAFFIC				

Appendix E: Maintenance Staff Breakdown Checklist

BEFORE LEAVING DEPOT	YES	NO	COMMENTS					
IS THE WORKSHOP BREAKDOWN VEHICLE EQUIPPED WITH THE CORRECT SAFETY DEVICES E.G. TRIANGLES, CONES, SAFETY SIGNS AND SPILL KIT								
ARE THE WARNING LIGHTS WORKING IN THE BREAKDOWN VEHICLE?								
IS THE TWO-WAY RADIO WORKING?								
DO YOU HAVE A CHARGED MOBILE PHONE AND EMERGENCY CONTACT NUMBERS WITH YOU?								
DO YOU HAVE THE CORRECT PPE WITH YOU E.G. HI VIS VEST AND SAFETY GLASSES								
ARE YOU AWARE OF THE LOCATION/SITUATION OF THE VEHICLE I.E. SPEED LIMIT, DIRECTION FACING?								
HAVE YOU PLANNED YOUR TRAVEL ROUTE TO THE BREAKDOWN LOCATION?								
AT THE BREAKDOWN LOCATION	YES	NO	COMMENTS					
DID YOU UNDERTAKE A SAFETY "DRIVE BY" PRIOR TO STOPPING?								
WHAT IS THE SPEED LIMIT OF THE ROAD YOU ARE WORKING ON? (PLEASE CIRCLE)	40	50	60	70	80	90	100	110
WHERE IS THE SERVICE VEHICLE POSITIONED IN RELATION TO THE BROKEN-DOWN VEHICLE? (PLEASE CIRCLE)	Rear				Front			
IS THE SERVICE VEHICLE PARKED AT A 45-DEGREE ANGLE TO THE ROAD?								
HAS BUS DRIVER APPLIED PARK BRAKE, SELECTED PARK OR NEUTRAL AND SHUT DOWN ENGINE?								
HAVE YOU RECEIVED THE KEYS FROM BUS DRIVER?								
HAVE THE WARNING TRIANGLES, WARNING CONES AND HAZARD SIGNS BEEN PLACED CORRECTLY?								
IS TRAFFIC ASSISTANCE REQUIRED TO ENSURE A SAFE WORKPLACE?								
IS A TOW TRUCK OR FLOAT REQUIRED?								
HAVE YOU CREATED A SAFE WORK ZONE I.E. 3 METRES FROM PASSING TRAFFIC AND 10 METRES BUFFER ZONE FROM BUS								
AFTER THE BREAKDOWN	YES	NO	COMMENTS					
ARE THERE ANY ENVIRONMENTAL HAZARDS TO REMEDIATE?								
IS THE BREAKDOWN LOCATION FREE OF RUBBISH AND DEBRIS?								
DID YOU COMMUNICATE WITH THE DEPOT THAT THE VEHICLE REPAIR WAS COMPLETED?								

Appendix F: Further Resources

Listed below are some additional resources that bus operators may access for information related to this topic.

Bus Industry Confederation

- > *Operator Guidelines: Incident Management Guide*, June 2012

- > *Bus Incident Pocket Guide: Immediate Actions for Managing Incidents*, June 2012

- > *Industry Advisory: Fire Mitigation Advisory*, September 2014

- > *Bus Fire Evacuation Protocol Advisory*, March 2019

Bus Industry Confederation guides and advisory documents can be downloaded at:
www.movingpeople.com.au

Transport for NSW and BusNSW

- > *Bus Operator Guide: Managing Critical Incidents*, November 2020

- > *Bus Driver's Pocket Guide: Managing Critical Incidents*, November 2020

Transport for NSW and BusNSW guides can be downloaded at: **www.busnsw.com.au**



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Appendix E

Bus Breakdown Awareness Campaign Assets



Campaign Strategy

BUS BREAKDOWN GUIDE

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Objective

BusNSW has developed best practice safety guidelines for bus and coach breakdowns. These guidelines are designed to reduce the hazards associated with breakdowns, making roads safer for all road users.

With the launch of these guidelines in early 2022, a marketing strategy is required to raise awareness of these guidelines with two audiences:

1. Operators who need to be aware of the existence of the new guidelines.
2. Road users who need to be aware of the hazards associated with bus and coach breakdowns.

Background

One of the most common hazards in the bus and coach industry is the on-road safety risks presented by a bus breakdown. Across Australia, bus breakdowns are the most common types of incident in the industry. According to Transport for NSW¹, for example, there were 9,165 bus breakdowns in the third quarter of 2021. These comprised 60% of all incidents.

While breakdowns can occur in all motor vehicles, the risks associated with bus breakdowns, where the vehicle is carrying public passengers and often schoolchildren, can be significant. Data from the bus and coach sector reveals that the majority of serious injuries and fatalities occur not within the bus but rather on the road where passengers alighting from a bus can be hit by other vehicles. There is also the potential of multiple fatalities from a collision between a moving vehicle and a stationary bus or repair vehicle.

These risks increase significantly in rural and regional Australia where a combination of highspeed roads, often with single lanes and high volumes of other heavy vehicle traffic, present additional safety issues. Road infrastructure in rural areas is generally poorer which, when combined with fog, wet weather and geographical features can produce significant hazards for bus passengers and motorists in the event of a bus breakdown.

¹ Bus Industry Dashboard Q3 2021

Campaign #1 - Operators

Aim

The aim of this campaign is to promote these guidelines to bus operators so they can be better equipped to safely manage bus breakdowns.

Audience

While the audience for this campaign is bus operators, two specific sub-groups are essential to engage:

- Bus drivers
- Operations and maintenance staff

Stakeholders

BusNSW will work with industry stakeholders to achieve the campaign's aim. Stakeholders include:

Operators

This includes members of the Bus Australia Network, approximately 4,500 bus operators and over 60,000 bus drivers throughout Australia.

Industry Associations

- Bus Industry Confederation
- Bus and Coach Association SA
- Bus Association Victoria
- Queensland Bus Industry Council
- Tasmanian Bus Association
- Bus WA

Messaging

The aim of the messaging is to capture the attention of the target audience and then direct them to the website for more information.

New Guide to manage bus breakdowns now available – contact your bus association or visit www.movingpeople.com.au

#BusBreakdownGuide

#HeavyVehicleSafetyInitiative

#RoadSafety

Strategy

1. Create a communications toolkit for operators

The primary communications asset will be a toolkit that includes the following:

- A video that communicates the key points of the guidelines for drivers, operations and maintenance staff.
- Posters that can be displayed at depots to educate and remind drivers, operations and maintenance staff of the guidelines.
- An email template that operators can use when they share the new guidelines with their staff.
- Graphics that can be shared on internal communications channels (e.g. Blink).

The toolkit will be delivered by email to operators on the day of the launch (see below).

2. Develop a campaign landing page

The landing page will be a single-page industry resource to provide easy access to the guidelines (PDF) as well as the other resources in the communications toolkit. The landing page will be hosted on the BIC website as part of the existing Operator Guidelines section.²

3. Promote the guidelines at a campaign launch

² <https://movingpeople.com.au/category/guidelines-advisories/operator-guidelines/>



The guidelines and toolkit will be officially launched at the National Bus Industry Summit in March 2022.³ Media and industry leaders will be invited to the launch which will include a short presentation with the animated video.

4. Create a communications toolkit for industry associations

A communications toolkit will also be provided for industry associations to equip them to promote the guidelines to their members. This toolkit will include:

- A media release.
- The animated video.
- Graphics that could be inserted into email newsletters.
- Graphics that could be inserted into print (direct mail) newsletters.
- Graphics that could be posted to social media.
- A hashtag to accompany (and help measure) social media posts.
- Printed copies of the guidelines.

The printed copies of the guidelines will be mailed separately to BIC's members. 5,000 copies will also be sent to members of BusNSW with the March 2022 magazine.

To enable greater exposure on the day of launch, this toolkit would be distributed under embargo to the industry associations in the week prior to the launch.

5. Promote the toolkit via LinkedIn advertising

LinkedIn's advertising platform enables targeted communication with members based on their job titles, industries and/or employer. A LinkedIn campaign will promote the new guidelines to people associated with both operators and industry associations and will direct people to the campaign website.

LinkedIn allows for targeting based on the industry segment Transportation/Trucking/Railroad, but does not allow for the bus industry to be specifically targeted (see below):

³ <https://movingpeople.com.au/summit/>

- Import & Export
- Logistics & Supply Chain
- Maritime
- Package/Freight Delivery
- Transportation/Trucking/Railroad
- Warehousing

This will be achieved through a 30-day advertising campaign which LinkedIn estimates could reach 150,000 people in this demographic.⁴ The [REDACTED] for the advertising fees plus a [REDACTED].

6. Promote the toolkit at industry events in 2022

Industry events are an opportunity to promote the guidelines throughout 2022. These include:

- National Bus Industry Summit (March)
- QBIC Annual Conference (April)⁵
- Tasbus Conference (June)
- BusVIC Maintenance Conference and Trade Show (July)
- BusWA AGM (July)
- Australasia Bus and Coach Expo (October)⁶
- Moving People 2022 Conference (November)⁷
- BusNSW Regional Seminars
- BusVIC Regional Forums
- QBIC Regional Members Forums

The guidelines will be promoted at these events in a variety of ways including:

⁴ Please note: this is an estimate only, based on LinkedIn's advertising data and the actual reach may vary.

⁵ <https://qbic.com.au/QBIC-Conference-Driving-a-Cleaner-Future>

⁶ <https://www.busandcoachexpo.com.au/>

⁷ <https://movingpeople.com.au/2022-2/>

- Playing the animated video during one of the sessions.
- Providing information at the BusNSW/BIC stands.
- Running a training session.
- Including a graphic or op-ed in the event booklet.

These and other opportunities will be negotiated with the event organisers.

Evaluation

The aim of this campaign is awareness, therefore the key measure of success is the reach of the campaign messaging to the target audience. This includes:

1. The number of visits to the website.
2. The number of downloads of the Breakdown Guide (PDF).
3. The number of impressions of the LinkedIn advertising campaign.
4. The number of people who clicked on the link in the LinkedIn campaign.
5. The number of mentions on social media.
6. The number of mentions in traditional media.

Campaign #2 - Road Users

Aims

The aim of this campaign is to increase awareness of the risks for other road users when buses break down and how they can mitigate these risks.

Audience

Road users include:

- Car drivers
- Truck drivers
- Motorcyclists
- Cyclists

Stakeholders

Federal and State Governments

- National Heavy Vehicle Regulator
- Australian Government - Office of Road Safety
- Department of Transport Victoria
- Northern Territory Government
- Public Transport Authority of WA
- Transport for NSW
- Transport Services (Tasmanian Government)
- TransLink - Department of Transport and Main Roads
- Transport Canberra and City Services

Groups and Associations

- Roads Australia
- Motoring groups (e.g. BMW Car Club Victoria)⁸
- Australian Automobile Association
- NRMA
- RACV
- RACQ
- RAA
- RAC
- RACT
- AANT

Individuals

- Car drivers
- Truck drivers
- Motorcyclists
- Cyclists

⁸ Directory of clubs available at <https://www.aomc.asn.au/member-list>

Key Messages

- Buses carry groups of people, many of whom are vulnerable including school children and the elderly.
- When buses break down, bus passengers on the side of the road are in danger from passing vehicles.
- It's important to slow down when you approach a bus on the side of the road.

Tagline:

Slow down for a bus breakdown

#SlowDownForBusBreakdowns

#DriveSoOthersSurvive

#GetHomeSafe

Strategy

1. Create graphics for social media

The confirmed tagline will be incorporated into attention-grabbing graphics that can be shared on social media.

The social media graphics will be distributed to stakeholders including operators, relevant Federal and State government departments and agencies, government departments and industry groups and associations.

2. Implement a paid advertising campaign

Social Media

Paid advertising will be required in order to expand the reach of the graphics on social media channels beyond what can be achieved by the above stakeholders posting to their channels. It is recommended that paid advertising focus Facebook and Instagram.

The reach is a factor of the advertising spend - the higher the budget the greater the number of people who will see the campaign. Estimates of reach can be confirmed will be confirmed when a budget is

On buses

If there is interest from bus operators, advertising on buses would also be an effective medium to promote these messages (example of a similar awareness campaign below).



3. Run a regional media campaign

The risks to bus passengers and road users are particularly acute in rural and regional areas where road infrastructure is poorer and conditions less predictable. It is also easier to get media attention outside of metropolitan areas.

A media campaign in key regions will raise awareness via mainstream media channels (especially newspapers and radio). This will be implemented in a similar approach to the campaign launch - hosting an event or press conference, potentially including a simulated bus breakdown, and making spokespeople available to speak with media.

Evaluation

The aim of this campaign is awareness, therefore the key measure of success is the reach of the campaign messaging to the target audience. This includes:

- The number of impressions of the advertisements.
- The number of people who engaged with the advertisements.

- The number of mentions on social media.
- The number of mentions in traditional media.

Appendix

Video overview

The video will communicate the following scenario:

1. Bus experiences a flat tyre.
2. Bus coasts to a stationary position on the shoulder of road – 3m from trafficable lane. Bus hazard lights come on.
3. Bus driver (in hi-vis vest) places 3 x triangles to warn motorists of the broken down bus (as per page 10 of Guide).
4. Replacement bus arrives and parks in front of broken-down bus. Bus hazard lights come on.
5. Bus driver (in hi vis) escorts passengers from broken down bus to replacement bus.
6. Bus Driver returns to broken down bus.
7. Replacement bus turns hazard lights off and departs with passengers during a break in traffic.
8. Repair vehicle (Ute), with hazard lights on, arrives and parks at an angle, 10m-15m behind broken down bus (as per page 16 of Guide).
9. Repair person (in hi vis) places safety cones between the triangles and a “TRAFFIC HAZARD AHEAD” sign prior to the first triangle (as per page 16 of Guide).
10. Repair person removes wheel/tyre from the ute (as per page 15 of the Guide), and replaces the flat tyre on the broken down bus.
11. Broken down bus (with wheel/tyre changed) departs during break in traffic.
12. Repair person removes “TRAFFIC HAZARD AHEAD” sign, 3 x triangles and safety cones, and returns to repair vehicle.
13. Repair vehicle turns hazard lights off and departs during a break in traffic.

Related campaigns

- Be Bus Aware⁹

⁹ <https://roadsafety.transport.nsw.gov.au/campaigns/be-bus-aware/index.html>

- Be Bus Smart¹⁰
- BUS STOP!¹¹
- Slow down and give us space¹²
- Driving Safety 101: School Bus Safety¹³
- Bus safety for road users¹⁴
- National Yellow Ribbon Road Safety Week¹⁵

¹⁰ <https://www.metrotas.com.au/corporate/campaigns/scuse-us/>

¹¹ https://www.aberdeenshire.gov.uk/media/2484/sta2011_cat3_busstop.pdf

¹² <https://roadsafety.transport.nsw.gov.au/campaigns/slowdownandgiveusspace.html>

¹³ <https://www.youtube.com/watch?v=XS YE2z3LCUI>

¹⁴ <https://www.youtube.com/watch?v=hGO-HRzAXHE>

¹⁵ <https://www.youtube.com/watch?v=rlo1bwMHPKU>

Appendix F

BusNSW January/February Bulletin Article on Bus Breakdown Guide

Bus Breakdown Guide to Improve Heavy Vehicle Safety

Bus breakdowns are one of the most common types of incident in the bus and coach industry. In NSW, there were over 3,000 reported bus breakdowns in 2019 alone. Despite the prevalence, there is currently little in the way of safety guidance material or practical instruction for bus breakdowns. Instead, many small private bus and coach operators have dealt with breakdowns using their best intent rather than a documented procedure based on best practice.

While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant. Data from the bus and coach sector reveals that the majority of serious injuries and fatalities occur not within the bus but rather on the road where passengers alighting from a bus can be hit by other vehicles. There is also the potential of multiple fatalities from a collision between a moving vehicle and a stationary bus.

As a result, in late 2020, BusNSW applied and was successful for funding from the National Heavy Vehicle Regulator (NHVR) to develop best practice safety guidelines for bus breakdowns. While BusNSW was tasked with developing the guidelines, over the past 12 months it has worked closely with a range of stakeholders including the Bus Industry Confederation (BIC), other state bus associations and the Safer Australian Roads and Highways (SARAH) group to develop Guidelines suitable for all parties involved in emergency bus breakdowns including operators, drivers, maintenance staff and emergency assistance providers

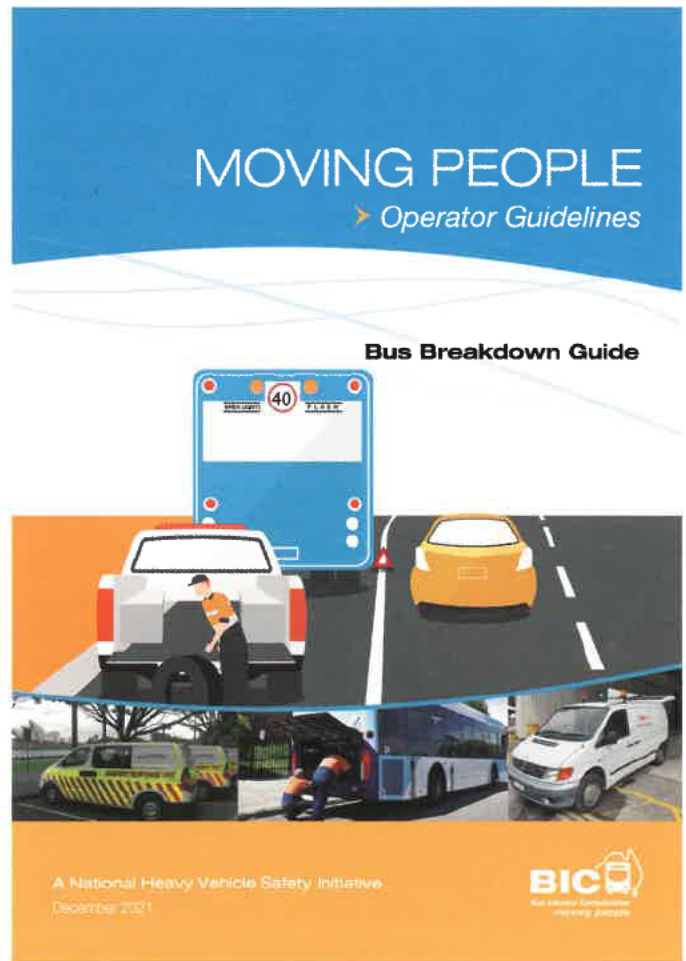
The Guidelines are now complete and BusNSW is currently working on a comprehensive marketing and awareness campaign to promote safety principles within the Guide, not only to the bus and coach industry, but to other motorists across Australia.

The Bus Breakdown Guide will be formally launched at a National Bus Industry Summit in March 2022, with a copy of the Guide to be included for members with the March BusNSW Bulletin.

BusNSW would like to thank members of the Bus Breakdown Guide Committee, comprised of representatives from BIC, state bus associations and a number of private bus operators, who helped to develop the Guide. We would also like to thank the Australian Government and National Heavy Vehicle Regulator

for the funding and support provided to facilitate this important national heavy vehicle safety initiative.

The Guide includes a poignant foreword by Peter Frazer, President of Safer Australian Roads And Highways (SARAH) which highlights the need to protect all those who are vulnerable on our roads. BusNSW commends Peter and the SARAH Group for their tireless lobbying for a commitment to renewing poor road infrastructure and asking motorists to take responsibility for their actions on our roads and highways.



Appendix G

Draft Press Release on Bus Breakdown Guide January 2022

Bus Breakdown Guide to Improve Heavy Vehicle Safety

Embargoed until 12pm, 2 March 2022

A new Bus Breakdown Guide launched at the National Bus Industry Summit in Canberra on 2 March 2022 will provide valuable safety assistance to bus operators across Australia.

BusNSW Executive Director, Matt Threlkeld, said that one of the most common hazards in the bus and coach industry arises from safety risks that result from a roadside bus breakdown.

“While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant”, Threlkeld said.

“The aim of the Guide is to address these risks by providing practical guidance for all parties involved with bus breakdowns, specifically operators, bus drivers, maintenance staff and emergency assistance providers”, Threlkeld said.

The BusNSW project to improve road safety was selected as one of twenty-six projects aimed at saving lives and reducing road trauma under Round 5 of the Australian Government’s Heavy Vehicle Safety Initiative.

The funding from the Australian Government and coordination by the National Heavy Vehicle Regulator provided a great opportunity for the bus and coach industry to promote road safety”, Threlkeld said.

“The Guide was developed in close consultation with the Bus Industry Confederation and other state bus associations, and involved a committee that included operator representatives”, Threlkeld said.

We were pleased to have Peter Frazer from Safer Australian Roads and Highways write the foreword to the Guide which highlights the importance of road safety and getting everyone home safe”, Threlkeld said.

Executive Director of the Bus Industry Confederation, Roz Chivers, said the national body was pleased to participate in the development of the Guide as it will complement other national operator guides and provide safety benefits for the industry.

“The Guide will be available to all members of the Bus Australia Network, which means it will assist approximately 4,500 bus operators and over 60,000 bus drivers throughout Australia”, Chivers said.

Bus and coach operators and other industry stakeholders will be able to access an online version of the Guide via the Operator Guidelines page on BIC’s website www.movingpeople.com.au

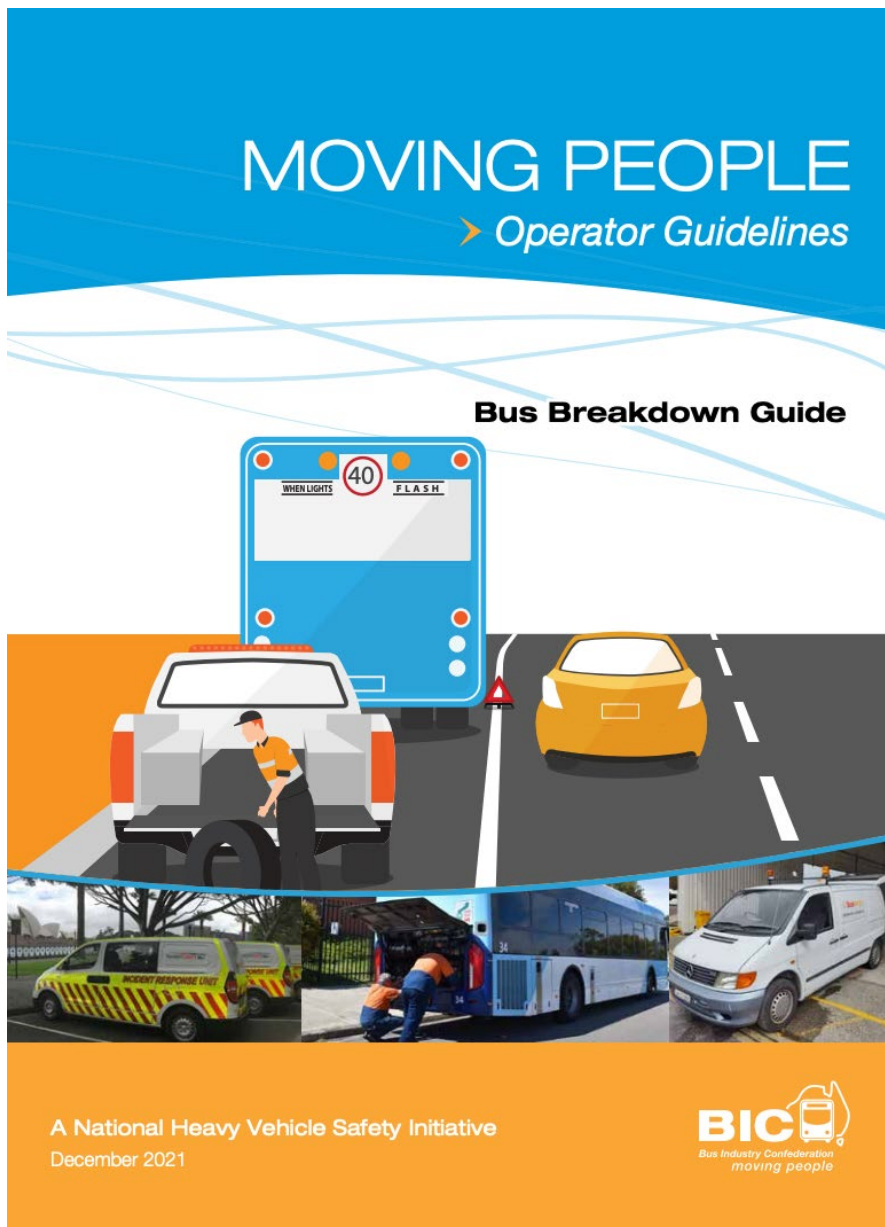
Appendix H

Design Brief for Bus Breakdown Campaign Assets

Design Brief for Bus Breakdown Campaign Assets

Style

The assets should be consistent with the styles used in the Bus Breakdown Guide. This includes the blue and orange colour scheme and the cartoon-style bus visuals. The BIC logo should appear on all assets.



Campaign #1 - Operators

Poster

Purpose: To be displayed at industry association offices. Needs to be in a format that can be printed in-house by the industry associations.

Dimensions: A3.

Content:

Bus Breakdown Guide

New guide to managing bus breakdowns now available – contact your bus association or visit www.movingpeople.com.au

- ✓ Protocols
- ✓ Checklists
- ✓ Instructional Video

#BusBreakdownGuide
#HeavyVehicleSafetyInitiative
#RoadSafety

The poster should also display the logos of the state associations, i.e.



Banner for email newsletter

Purpose: To be used by industry associations in emails to members (bus operators). This banner can also be used in print newsletters.

Dimensions: 600 x 300.

Content:

Bus Breakdown Guide

New guide to managing bus breakdowns now available – contact your bus association or visit www.movingpeople.com.au

- ✓ Protocols
- ✓ Checklists
- ✓ Instructional Video

#BusBreakdownGuide
#HeavyVehicleSafetyInitiative
#RoadSafety

Graphics for LinkedIn

Purpose: To be shared on the LinkedIn profiles of industry associations. NB: Due to space restrictions, the text needs to be limited for this and other social media graphics.

Dimensions: 1200 x 627 (aspect ratio of 1.91:1).

Content:

New guide to managing bus breakdowns now available.

- ✓ Protocols
- ✓ Checklists
- ✓ Instructional Video

www.movingpeople.com.au

NB: The hashtags (#BusBreakdownGuide, #HeavyVehicleSafetyInitiative, #RoadSafety) will be included in the post but not the graphics.

Graphics for Twitter

Purpose: To be shared on the Twitter profiles of industry associations.

Dimensions: 1200 x 675.¹

Content:

New guide to managing bus breakdowns now available.

- ✓ Protocols
- ✓ Checklists
- ✓ Instructional Video

www.movingpeople.com.au

NB: The hashtags (#BusBreakdownGuide, #HeavyVehicleSafetyInitiative, #RoadSafety) will be included in the post but not the graphics.

Graphics for Instagram

Purpose: To be shared on the Instagram profiles of industry associations.

Dimensions: 1080 x 1350.²

Content:

New guide to managing bus breakdowns now available.

- ✓ Protocols
- ✓ Checklists
- ✓ Instructional Video

www.movingpeople.com.au

NB: The hashtags (#BusBreakdownGuide, #HeavyVehicleSafetyInitiative, #RoadSafety) will be included in the post but not the graphics.

Graphics for Facebook

¹ Reference for social media sizes: <https://blog.hootsuite.com/social-media-image-sizes-guide/>

² <https://www.facebook.com/business/help/469767027114079?id=271710926837064>



Purpose: To be shared on the Facebook profiles of industry associations.

Dimensions: 1080 x 1350.³

Content:

New guide to managing bus breakdowns now available.

- ✓ Protocols
- ✓ Checklists
- ✓ Instructional Video

www.movingpeople.com.au

NB: The hashtags (#BusBreakdownGuide, #HeavyVehicleSafetyInitiative, #RoadSafety) will be included in the post but not the graphics.

LinkedIn advertisement

Purpose: To be used in a paid advertising campaign.

Dimensions: Square: 1200 x 1200, Horizontal: 1200 x 628 (aspect ratio of 1.91:1), Vertical: 628 x 1200 (aspect ratio of 1.91:1).⁴

Content:

New guide to managing bus breakdowns now available.

- ✓ Protocols
- ✓ Checklists
- ✓ Instructional Video

www.movingpeople.com.au

NB: The hashtags (#BusBreakdownGuide, #HeavyVehicleSafetyInitiative, #RoadSafety) will be included in the post but not the graphics.

³ <https://www.facebook.com/business/help/469767027114079?id=271710926837064>

⁴ <https://business.linkedin.com/marketing-solutions/success/ads-guide/single-image-ads>

Campaign #2 - Road Users

Graphics for LinkedIn

Purpose: To be shared on the LinkedIn profiles of industry associations, bus operators and other stakeholders. NB: Due to space restrictions, text needs to be limited for this and other social media graphics.

Dimensions: 1200 x 627 (aspect ratio of 1.91:1).

Concept: Use the cartoon-style graphics to illustrate a car slowing down when approaching a bus on the side of the road. 3 options of this graphic to be created.

Content:

Slow down for a bus breakdown

#SlowDownForBusBreakdowns

NB: These hashtags will be used in the posts but not on the graphics:
#DriveSoOthersSurvive and #GetHomeSafe

Graphics for Twitter

Purpose: To be shared on the Twitter profiles of industry associations, bus operators and other stakeholders.

Dimensions: 1200 x 675.⁵

Concept: Use the cartoon-style graphics to illustrate a car slowing down when approaching a bus on the side of the road. 3 options of this graphic to be created.

Content:

Slow down for a bus breakdown

#SlowDownForBusBreakdowns

⁵ Reference for social media sizes: <https://blog.hootsuite.com/social-media-image-sizes-guide/>

NB: These hashtags will be used in the posts but not on the graphics:
#DriveSoOthersSurvive and #GetHomeSafe

Graphics for Instagram

Purpose: To be shared on the Instagram profiles of industry associations, bus operators and other stakeholders.

Dimensions: 1080 x 1350.⁶

Concept: Use the cartoon-style graphics to illustrate a car slowing down when approaching a bus on the side of the road. 3 options of this graphic to be created.

Content:

Slow down for a bus breakdown

#SlowDownForBusBreakdowns

NB: These hashtags will be used in the posts but not on the graphics:
#DriveSoOthersSurvive and #GetHomeSafe

Graphics for Facebook

Purpose: To be shared on the Facebook profiles of industry associations, bus operators and other stakeholders.

Dimensions: 1080 x 1350.⁷

Concept: Use the cartoon-style graphics to illustrate a car slowing down when approaching a bus on the side of the road. 3 options of this graphic to be created.

Content:

Slow down for a bus breakdown

#SlowDownForBusBreakdowns

⁶ <https://www.facebook.com/business/help/469767027114079?id=271710926837064>

⁷ <https://www.facebook.com/business/help/469767027114079?id=271710926837064>

NB: These hashtags will be used in the posts but not on the graphics:
#DriveSoOthersSurvive and #GetHomeSafe

Facebook and Instagram advertisement

Purpose: To be used in a paid advertising campaign.

Dimensions: Square: 1200 x 1200, Horizontal: 1200 x 628 (aspect ratio of 1.91:1), Vertical: 628 x 1200 (aspect ratio of 1.91:1).⁸

Concept: Use the cartoon-style graphics to illustrate a car slowing down when approaching a bus on the side of the road. 3 options of this graphic to be created.

Content:

Slow down for a bus breakdown

#SlowDownForBusBreakdowns

Bus advertising

Purpose: To be displayed on buses (side, back, interior panels).

Need to confirm if there is interest from the bus operators and we can then brief the designer with the correct dimensions.

⁸ <https://business.linkedin.com/marketing-solutions/success/ads-guide/single-image-ads>

Appendix I

Bus Breakdown Campaign Video Brief



Brief for Bus Breakdown Campaign Video

Objective

BusNSW has developed best practice safety guidelines for bus and coach breakdowns. These guidelines are designed to reduce the hazards associated with breakdowns, making roads safer for all road users.

With the launch of these guidelines in early 2022, an awareness campaign will promote these guidelines to two audiences:

1. Operators who need to be aware of the existence of the new guidelines.
2. Road users who need to be aware of the hazards associated with bus and coach breakdowns.

A video is required to communicate to bus operators the protocols to follow in the event of a bus breakdown.

Background

One of the most common hazards in the bus and coach industry is the on-road safety risks presented by a bus breakdown. Across Australia, bus breakdowns are the most common types of incident in the industry. According to Transport for NSW¹, for example, there were 9,165 bus breakdowns in the third quarter of 2021. These comprised 60% of all incidents.

While breakdowns can occur in all motor vehicles, the risks associated with bus breakdowns, where the vehicle is carrying public passengers and often schoolchildren, can be significant. Data from the bus and coach sector reveals that the majority of serious injuries and fatalities occur not within the bus but rather on the road where passengers alighting from a bus can be hit by other vehicles. There is also the potential of multiple fatalities from a collision between a moving vehicle and a stationary bus or repair vehicle.

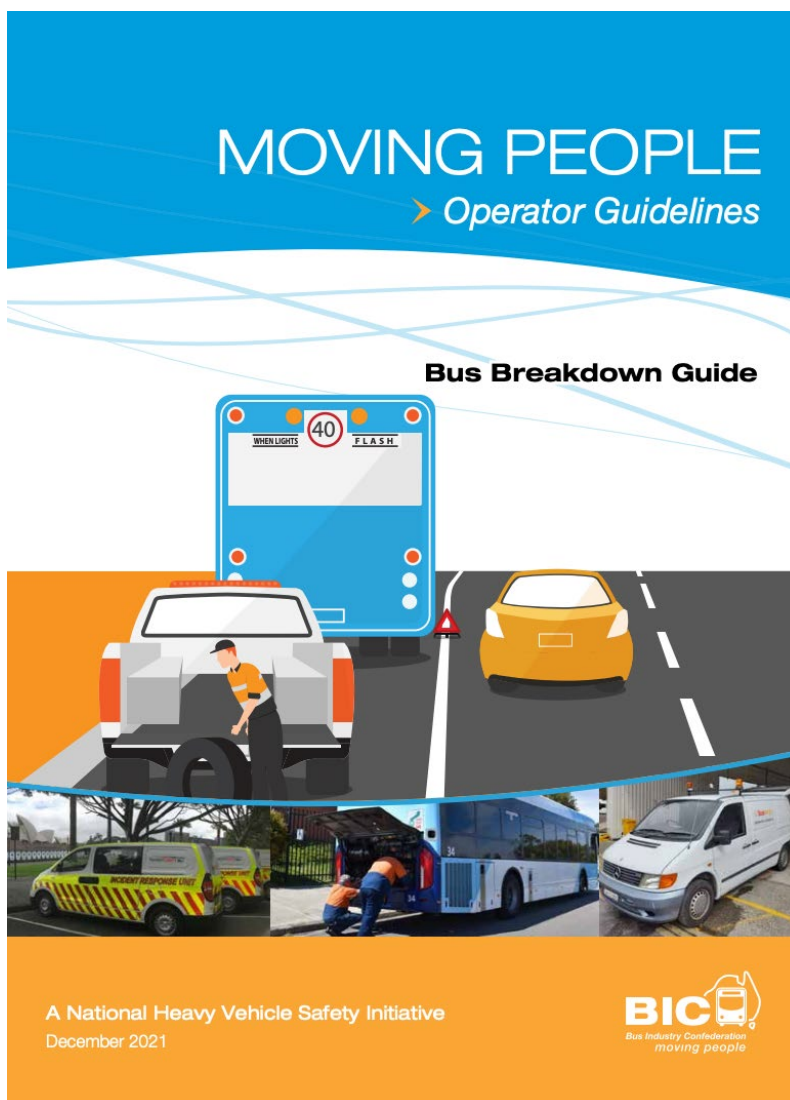
These risks increase significantly in rural and regional Australia where a combination of highspeed roads, often with single lanes and high volumes of other heavy vehicle traffic,

¹ Bus Industry Dashboard Q3 2021

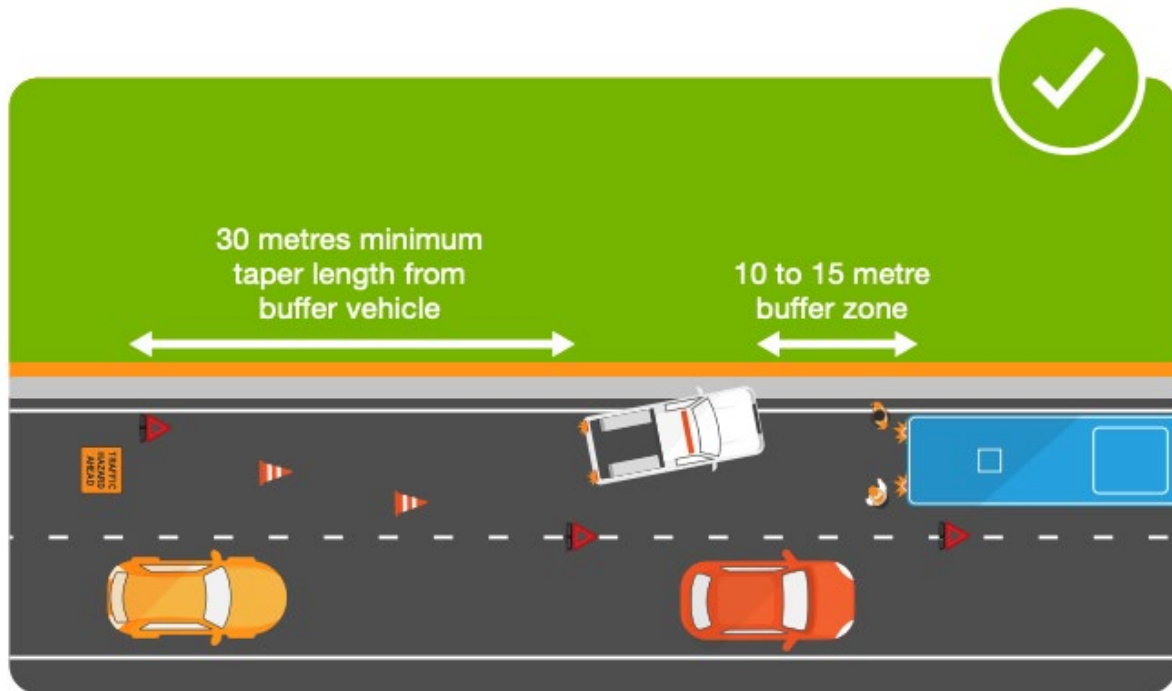
present additional safety issues. Road infrastructure in rural areas is generally poorer which, when combined with fog, wet weather and geographical features can produce significant hazards for bus passengers and motorists in the event of a bus breakdown.

Style

The video should be consistent with the styles used in the Bus Breakdown Guide. This includes the blue and orange colour scheme and the cartoon-style visuals (examples below). The existing visuals that appear in the guidelines² can be provided in vector format.



² <https://drive.google.com/file/d/1TkIKnh0Dm-Z-0jPqzAdyFP6DgL9owEh0/view?usp=sharing>



Format

The video will be used in the following ways and therefore needs to be provided in a format (dimensions, resolution) that can be used accordingly:

- Played at the campaign launch (on a large tv or projector screen).
- Played at industry events during 2022 (on a large tv or projector screen).
- Embedded on the Bus Industry Confederation website.



- Shown as part of a paid LinkedIn advertising campaign.³

Script

Animated Event	Text on Screen	Voiceover
	Safely managing a bus breakdown Also include the logos of the industry associations	
		In our industry, one of the most common hazards is the roadside safety risks presented by a bus breakdown.
Bus driver assisting passengers off the bus		There are risks to the driver and passenger on the bus
Repair crew arriving on the scene		risks to the repair crews
Vehicle approaching the broken down bus		and risks to passing vehicles.
Vehicle getting closer to the bus when passengers and driver are outside the bus		The majority of serious injuries and fatalities occur not within the bus but on the road outside of the bus
		A new Bus Breakdown Guide has been developed to help you manage roadside hazards so that everyone stays safe.
Bus driver notices the bus has a flat tyre		When the driver becomes aware that the bus has a problem and can't continue

³ <https://business.linkedin.com/marketing-solutions/success/ads-guide/video-ads>

Bus driver contacts depot on radio		The driver should contact the depot
Bus coasts to a stationary position on the shoulder of road – 3m from trafficable lane.		The driver should slow down and coast to a stationary position on the shoulder of the road, 3 metres from a trafficable lane if possible...
Bus hazard lights come on.		and then turn on the hazard lights.
Bus driver (in hi vis vest) places 3 x triangles (as per page 10 of Guide).		The driver should put on their hi vis vest and place 3 warning triangles to warn motorists.
Passengers get off the bus and wait outside (as per page 11 of Guide).		In most cases, passengers are likely to be safer on the stationary bus. However, if evacuation is necessary, the driver should instruct passengers to disembark in an orderly manner and escort them to a safe area away from the bus and other traffic.
Replacement bus arrives and parks in front of broken down bus.		When the replacement bus arrives, it should park in front of the bus, if possible
Bus hazard lights come on.		with the hazard lights on.
Bus driver on the broken down bus (in hi vis) escorts passengers from broken down bus to replacement bus.		The bus driver will escort the passengers to the replacement bus.
Bus Driver returns to broken down bus.		and then return to their bus.

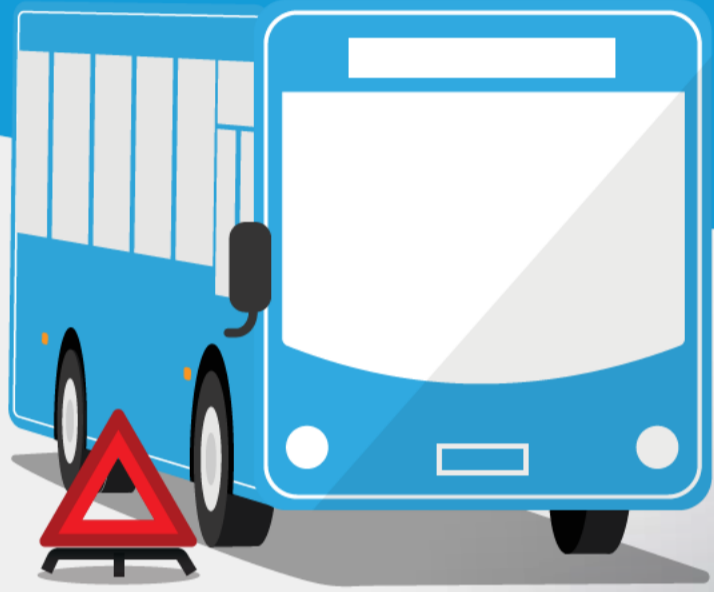
Replacement bus turns hazard lights off and departs with passengers during a break in traffic.		The replacement bus will depart with the passengers when there is a safe break in traffic.
Repair vehicle (Ute), with hazard lights on, arrives and parks at an angle, 10m-15m behind broken down bus (as per page 16 of Guide).		When the repair vehicle arrives, it should park at an angle with its hazard lights on, 10-15m behind the bus, with a 3m buffer zone from passing traffic, if possible.
Repair person (in hi vis) places safety cones between the triangles and a "TRAFFIC HAZARD AHEAD" sign prior to the first triangle (as per page 16 of Guide).		The repair person may place safety cones between the triangles for additional protection A warning sign can be positioned prior to the triangles to alert motorists that there is a traffic hazard ahead.
Repair person removes wheel/tyre from the ute (as per page 15 of the Guide), and replaces the flat tyre on the broken down bus.		The repair person will undertake the necessary repairs while maintaining a safe distance between the work areas and passing traffic.
Broken down bus (with wheel/tyre changed) departs during break in traffic.		The repaired bus will then depart when there is a safe break in traffic.
Repair person removes "TRAFFIC HAZARD AHEAD" sign, 3 x triangles and safety cones, and returns to repair vehicle.		The repair person will remove the warning sign, the 3 triangles and any safety cones, and return to the repair vehicle.
Repair vehicle turns hazard lights off and departs during a break in traffic.		The repair vehicle will depart when there is a safe break in traffic.
		Make road safety a priority, and together we will get

		everyone home safe!
	<p>www.movingpeople.com.au</p> <p>Also include the logos of the industry associations</p>	<p>Refer to the Bus Breakdown Guide for more information.</p> <p>Visit movingpeople.com.au or contact your bus association for a copy</p>

Appendix J

A3 Poster Publicising Bus Breakdown Guide

NEW BUS BREAKDOWN GUIDE



New guide to managing bus breakdowns now available.

Contact your bus association or visit movingpeople.com.au

- ✓ Protocols
- ✓ Checklists
- ✓ Instructional Video

#BusBreakdownGuide #HeavyVehicleSafetyInitiative #RoadSafety



Appendix K

Email Banner Publicising Bus Breakdown Guide

BUS BREAKDOWN GUIDE

New guide to managing bus breakdowns now available - contact your bus association or visit movingpeople.com.au

✓ Protocols ✓ Checklists ✓ Instructional Videos

[#BusBreakdownGuide](#) [#HeavyVehicleSafetyInitiative](#) [#RoadSafety](#)



Appendix L

LinkedIn Graphics Publicising Bus Breakdown Guide

BUS BREAKDOWN GUIDE

New guide to managing bus breakdowns now available - contact your bus association or visit movingpeople.com.au

✓ Protocols ✓ Checklists ✓ Instructional Videos

#BusBreakdownGuide #HeavyVehicleSafetyInitiative #RoadSafety



New guide to manage bus breakdowns now available.

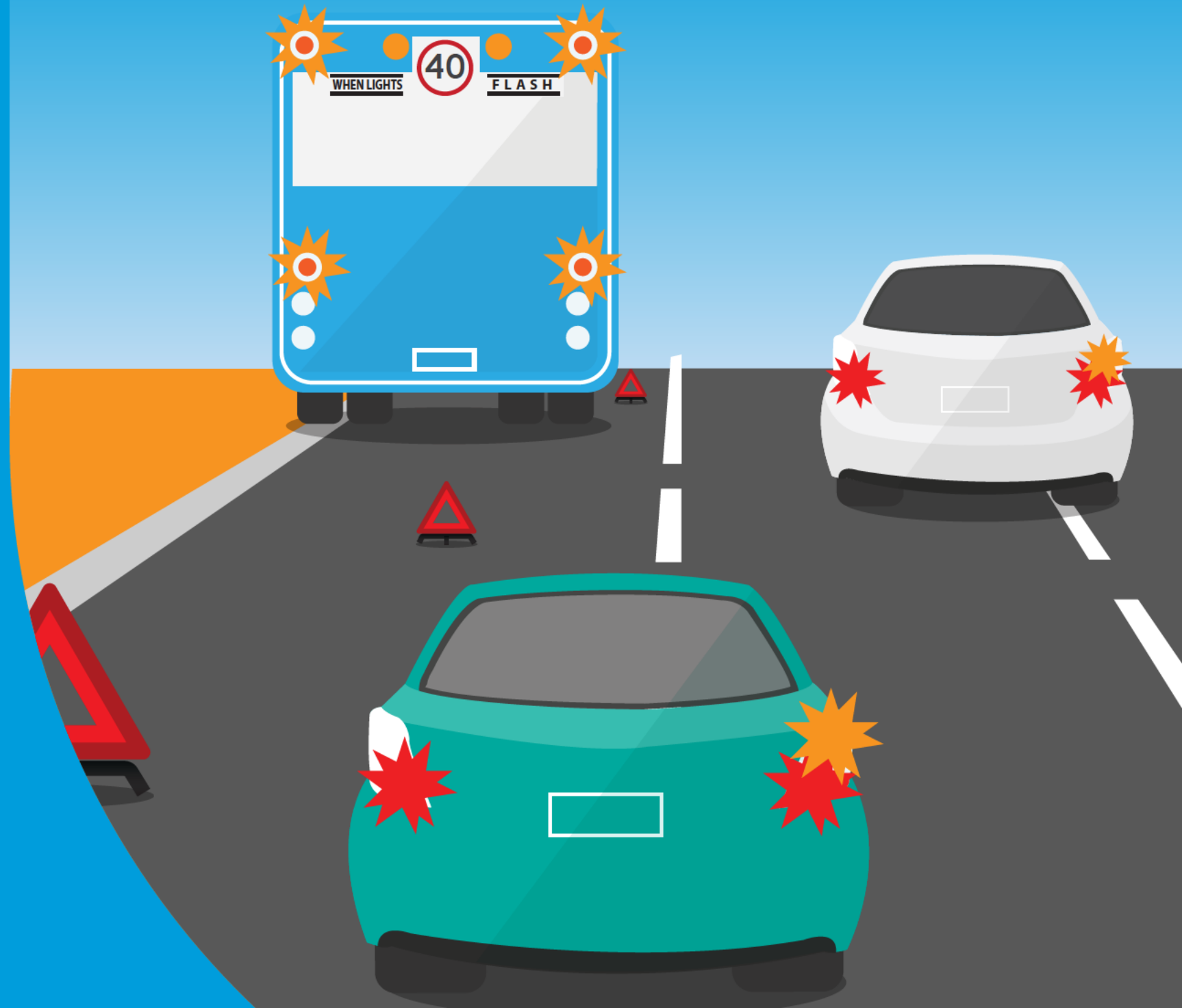
- ✓ Protocols
- ✓ Checklists
- ✓ Instructional Video

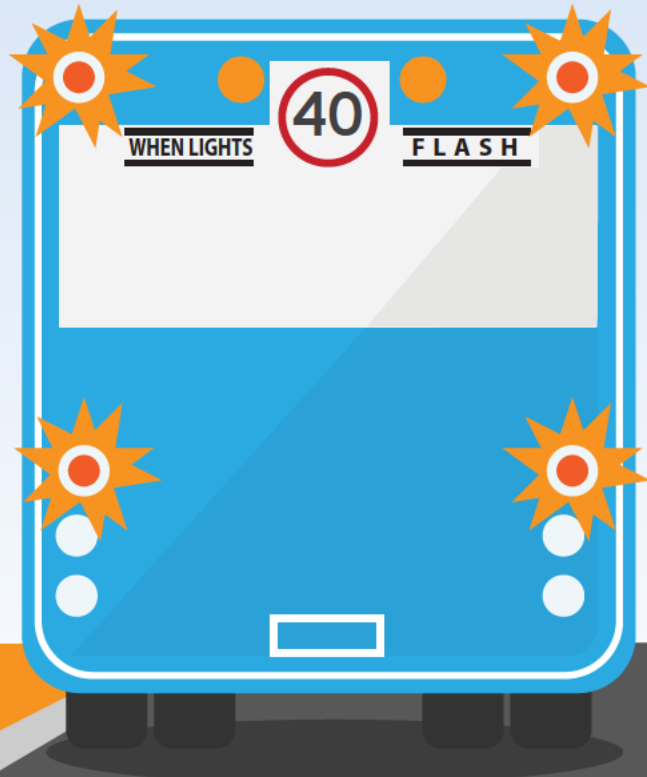


www.movingpeople.com.au

SLOW DOWN FOR A BUS BREAKDOWN

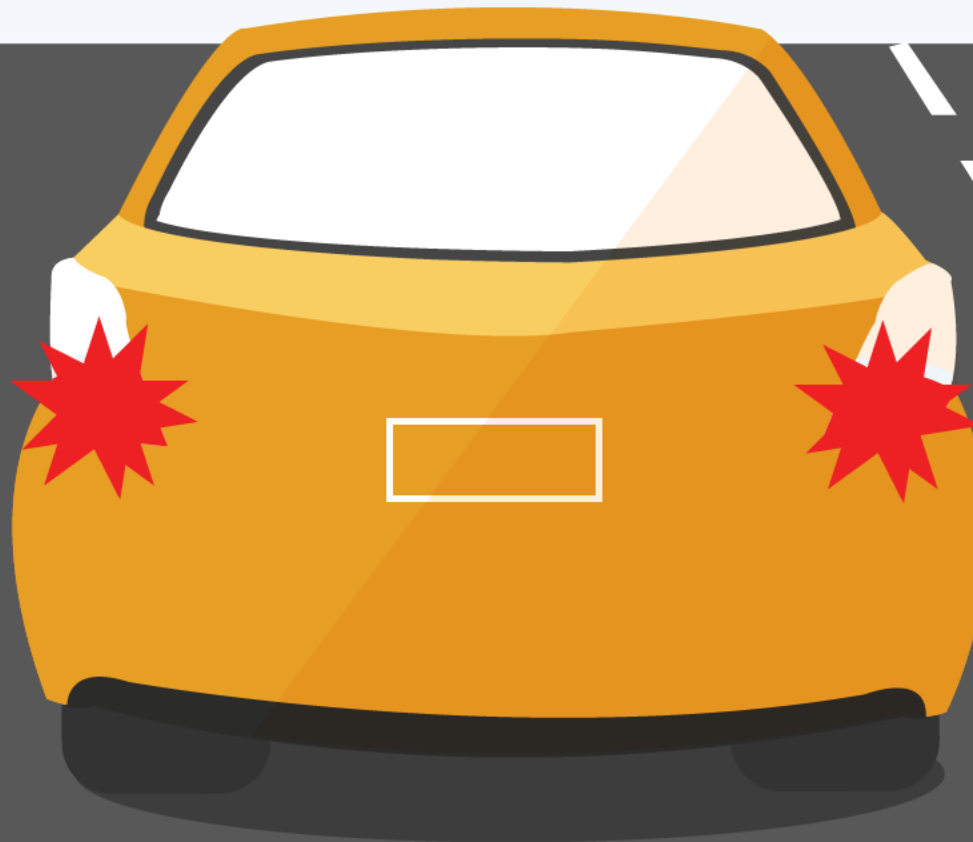
#SlowDownForBusBreakdowns





SLOW DOWN FOR A BUS BREAKDOWN

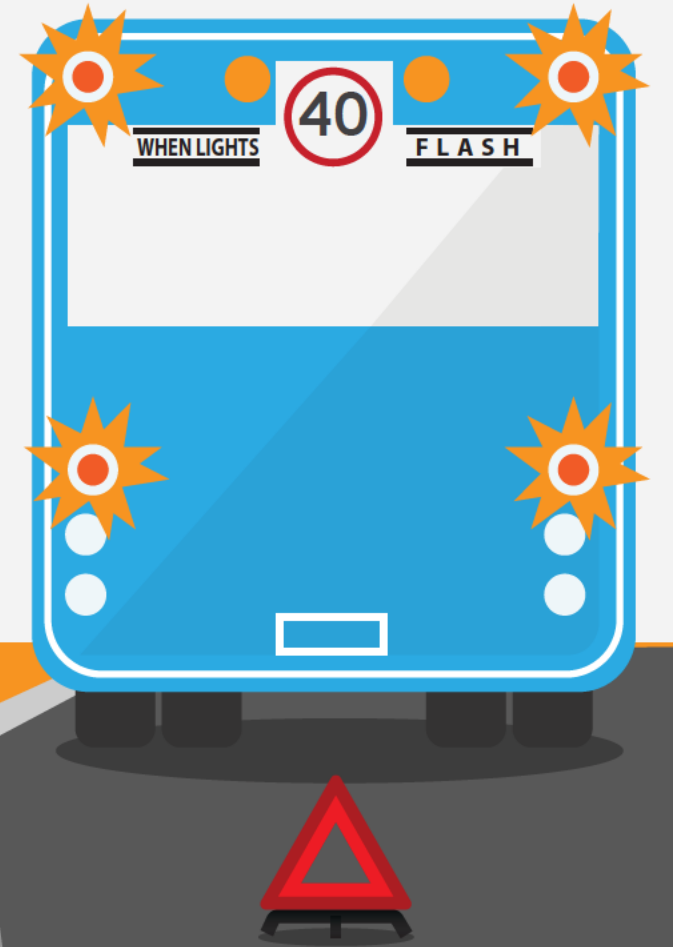
#SlowDownForBusBreakdowns



SLOW DOWN

FOR A BUS BREAKDOWN

#SlowDownForBusBreakdowns



Appendix M

Side of Bus Advertising Publicising Bus Breakdown Guide

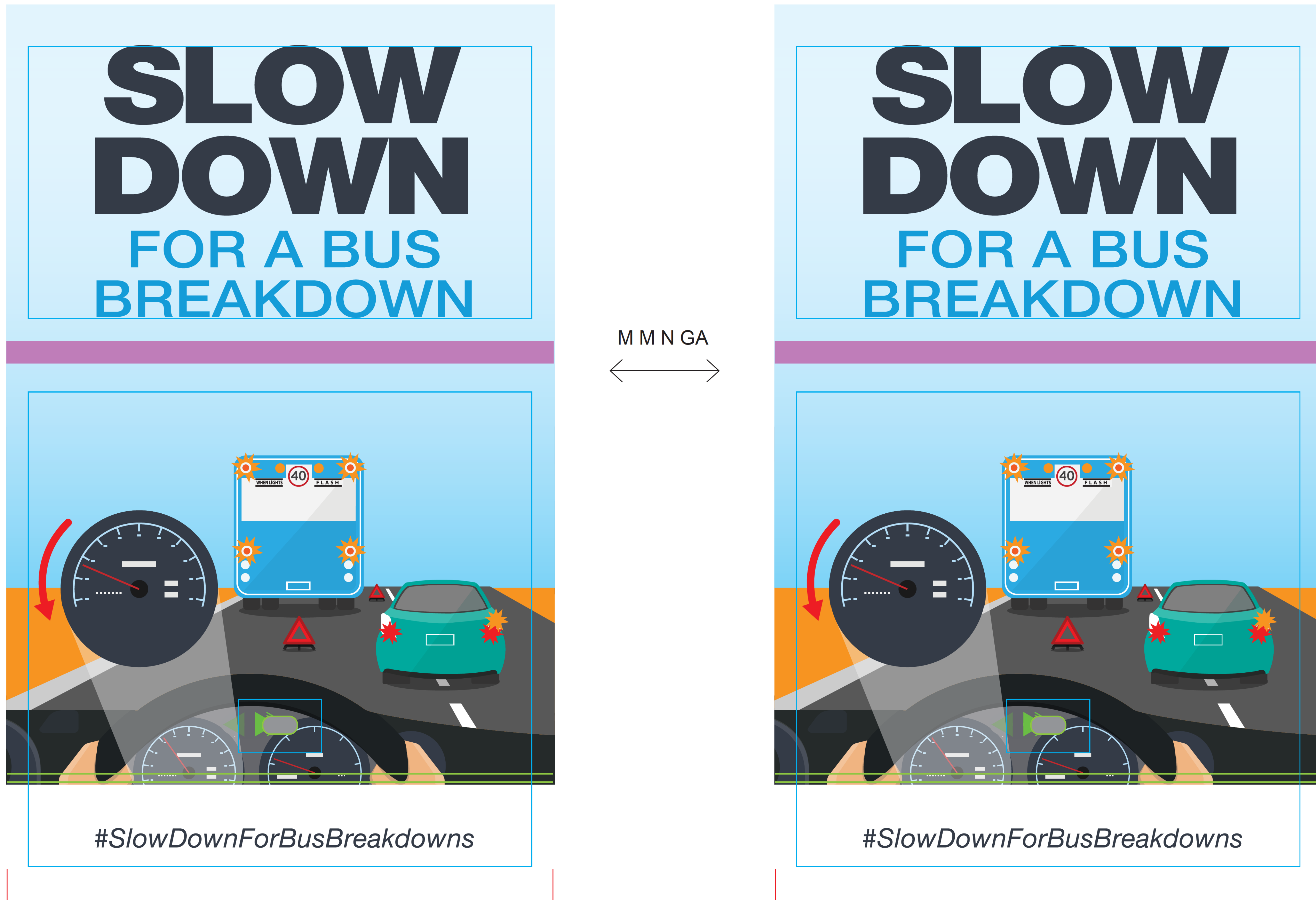
Con-bus advertising

SLOW DOWN FOR A BUS BREAKDOWN

#SlowDownForBusBreakdowns



TWIN PORTRAIT - Generic




325mm x 525mm


EMPERATURE IS 25% OF INSIDE SIZE


maximum to be IN ED and M EDD D t 2 0dpi

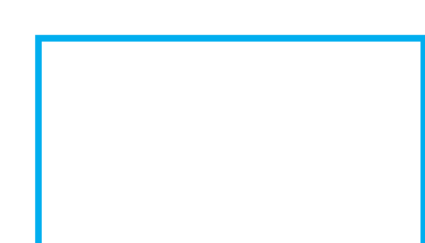
Please see the A Lte tem nt are UTL NED


M M N G A

 One way/old vehicle zone
 Do not focus on this area
 Do not focus on this area
 Do not focus on this area
 Do not focus on this area
 Do not focus on this area

 Distraction zones
 Lower and body
 exempted Text
 than the quantity
 of 2 in 10
 NOT recommended

 Cutout zones
 Vn In hsz new lbe
 cmpeyemoedrm
 a wok (otxtndor
 cu al r as f mag s
 houdb in h se on s)

 Safe zones
 Cu ile ta d s c i n s
 o im ge s oud be
 c nfi ed ot e e zo es

 Beed
 Y ur einshud
 ea ht ths ou day
 E tab edb yo dt is
 b un a yi NOT eq ied

When eye of the sign is not in the center of the road, the sign should be placed in the center of the road.
 * Design of the sign should be in accordance with the relevant standards.
 * The sign should be placed in the center of the road, and the sign should be placed in the center of the road.

Appendix N

Coverage Maps for Side of Bus Advertising

Goulburn Coverage

DEPOT/S
GOULBURN

ROUTE BUSES
1
ADDITIONAL SCHOOL BUSES AVAILABLE

POPULATION
24,070+



Nowra Coverage

DEPOT/S

NOWRA

BOMADERRY
ROUTE BUSES

10

ADDITIONAL SCHOOL BUSES AVAILABLE

POPULATION

65,435+



Coffs Harbour Coverage

DEPOT/S

COFFS HARBOUR

SAWTELL

NORTH COFFS HARBOUR

ROUTE BUSES

26

ADDITIONAL SCHOOL BUSES AVAILABLE

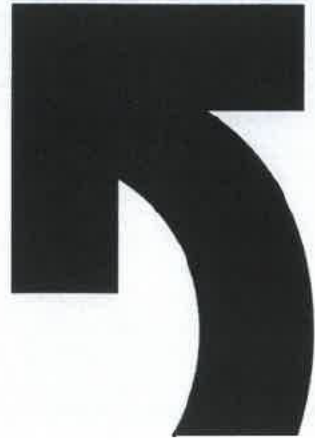
POPULATION

68,660+

BUSES OPERATE

MON TO FRI, 12HRS PER DAY

SAT, 8HRS



Bathurst Coverage

DEPOT/S
BATHURST
ROUTE BUSES

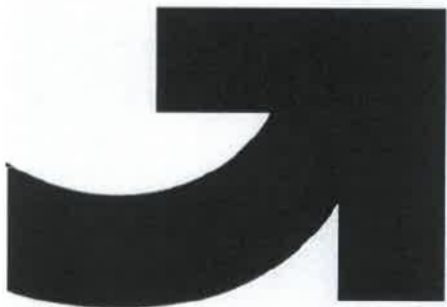
9
ADDITIONAL SCHOOL BUSES AVAILABLE

POPULATION

44,265+

BUSES OPERATE

MON to FRI, 12HRS PER DAY
SAT, 8HRS



Appendix O

Bus Breakdown Industry Awareness Toolkit

Bus Breakdown Guide

Industry Awareness Campaign

Communications Toolkit for Bus Associations

Background

One of the most common hazards in the bus and coach industry is the on-road safety risks presented by a bus breakdown. While breakdowns can occur in all motor vehicles, the risks associated with bus breakdowns, where the vehicle is carrying public passengers and often schoolchildren, can be significant.

Data from the bus and coach sector reveals that the majority of serious injuries and fatalities occur not within the bus but rather on the road where passengers alighting from a bus can be hit by other vehicles. There is also the potential of multiple fatalities from a collision between a moving vehicle and a stationary bus or repair vehicle.

These risks increase significantly in rural and regional Australia where a combination of high-speed roads, often with single lanes and high volumes of other heavy vehicle traffic, present additional safety issues. Road infrastructure in rural areas is generally poorer which, when combined with fog, wet weather and geographical features can produce significant hazards for bus passengers and motorists in the event of a bus breakdown.

In late 2020, BusNSW was awarded funding by the *National Heavy Vehicle Regulator* (NHVR) as part of the Australian Government's *Heavy Vehicle Safety Initiative* (HVSII) program to develop best practice safety guidelines for bus breakdowns. The Guide was completed in late 2021 and hard copies will be distributed to bus and coach operators throughout Australia in March 2022 (via BIC and the state bus associations).

Purpose

BusNSW, in association with the *Bus Industry Confederation* (BIC) and other state bus associations, has developed best practice safety guidelines for bus and coach breakdowns. These guidelines are designed to reduce the hazards associated with breakdowns, making roads safer for all road users.

This Communications Toolkit has been created to raise industry awareness of the new guidelines and to provide resources to help bus associations promote the Bus Breakdown Guide to bus and coach operators to assist with the training of drivers and maintenance staff.

The toolkit includes:

1. Key Campaign Messages
2. Moving People Website
3. Video
4. A3 poster
5. Email template
6. Email header image
7. Graphics for Website and Social Media

1. Key Campaign Messages

Following are the key messages for the industry awareness campaign.

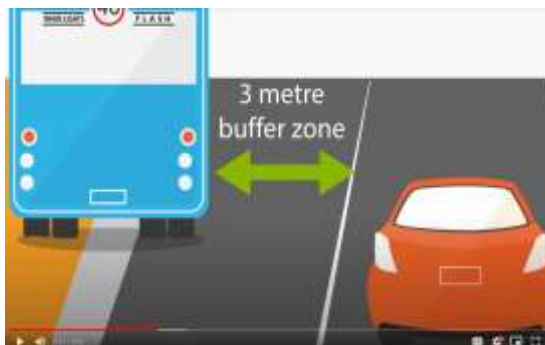
- Breakdowns are one of the most common safety risks in the bus industry.
- There are risks to drivers, passengers, repair crews and passing vehicles.
- Bus breakdowns at night, in bad weather and on rural and regional roads present additional risks.
- A new Bus Breakdown Guide has been developed to help manage roadside hazards so that everyone stays safe.

2. Moving People Website

A dedicated page on BIC's Moving People **website** will include the PDF version of the Guide and accompanying video (see below). The page will also include a Communications Toolkit for a community awareness campaign, which is designed for bus associations and operators to promote safety around roadside bus breakdowns.

3. Video

A three-minute video has been produced to accompany the Bus Breakdown Guide.



→ The Bus Breakdown Guide video is available [here](#).

4. A3 Poster

This poster can be printed and displayed at association offices and events to raise operator awareness of these guidelines.



→ The A3 poster is available [here](#).

5. Email Template

This template can be used as the basis of an email to operator members when advising them about the availability of the new guidelines.

Subject: New Bus Breakdown Guide

Dear Operator,

Breakdowns are one of the most common safety risks in the bus industry. While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant.

A new Bus Breakdown Guide has been developed to help manage roadside hazards so that everyone stays safe. The Guide was developed under the Australian Government's Heavy Vehicle Safety Initiative (HVSI) program which funds initiatives that will deliver tangible improvements in road user, road and heavy vehicle safety.

The aim of these Guidelines is to provide practical guidance material to help bus and coach operators to manage the safety hazards associated with a mechanical breakdown that requires roadside repairs. Whilst primarily aimed at bus operators, the guidelines include procedures and safety protocols for bus drivers and the maintenance staff dispatched to repair the vehicle.

A hard copy of the Bus Breakdown Guide was recently posted to members and can be incorporated into staff training programs. A PDF version of the Guide, an accompanying three-minute video, and a Communications Toolkit for a community awareness campaign can be downloaded from the BIC's Moving People [website](#).

Please contact us should you require any further information or assistance. Thank you in advance for supporting this important initiative and commitment to get everyone home safe.

Regards,

<Name>

Executive Director

6. Email Header Image

This image can be used at the top of an email (as per the template above) that is sent to operator members.



→ The email header image is available [here](#).

7. Graphics for Website and Social Media

These graphics are provided in several styles and sizes and can be used by bus associations to promote the Bus Breakdown Guide via websites and social media channels.



→ Graphics are available [here](#).

Appendix P

Bus Breakdown Community Awareness Toolkit

Bus Breakdown Guide

Community Awareness Campaign

Communications Toolkit for Bus Associations & Operators

Background

One of the most common hazards in the bus and coach industry is the on-road safety risks presented by a bus breakdown. While breakdowns can occur in all motor vehicles, the risks associated with bus breakdowns, where the vehicle is carrying public passengers and often schoolchildren, can be significant.

Data from the bus and coach sector reveals that the majority of serious injuries and fatalities occur not within the bus but rather on the road where passengers alighting from a bus can be hit by other vehicles. There is also the potential of multiple fatalities from a collision between a moving vehicle and a stationary bus or repair vehicle.

These risks increase significantly in rural and regional Australia where a combination of high-speed roads, often with single lanes and high volumes of other heavy vehicle traffic, present additional safety issues. Road infrastructure in rural areas is generally poorer which, when combined with fog, wet weather and geographical features can produce significant hazards for bus passengers and motorists in the event of a bus breakdown.

In late 2020, BusNSW was awarded funding by the *National Heavy Vehicle Regulator* (NHVR) as part of the Australian Government's *Heavy Vehicle Safety Initiative* (HVSII) program to develop best practice safety guidelines for bus breakdowns. The Guide was completed in late 2021 and hard copies will be distributed to bus and coach operators throughout Australia in March 2022 (via BIC and the state bus associations). A PDF version of the Guide and an accompanying three-minute video can be downloaded from the BIC's Moving People [website](#).

Purpose

BusNSW, in association with the *Bus Industry Confederation* (BIC) and other state bus associations, has developed best practice safety guidelines for bus and coach breakdowns. These guidelines are designed to reduce the hazards associated with bus breakdowns, making roads safer for all road users.

This Communications Toolkit has been created to raise community awareness of the hazards associated with a bus breakdown on the roadside and to complement the release of a Bus Breakdown Guide and the training of drivers and maintenance staff. The toolkit includes messages and graphics to promote the importance of slowing down for bus breakdowns to all road users.




Bus associations and operators are encouraged to use websites and social media channels to promote the community awareness campaign between March and June 2022. A pilot advertising campaign will also take place on social media and on buses during this period.

The toolkit includes:

1. Messaging
2. Hashtags
3. Graphics for Website and Social Media

1. Messaging

The following text can be used with the hashtags and graphics below when promoting this community awareness campaign on social media:

- Slow down for broken-down buses.
- When a bus is broken down, please slow down.
- Bus breakdowns are dangerous. When you see a broken-down bus, please slow down.
- Bus breakdowns are dangerous. When you see a bus on the side of the road, please slow down.
- Bus breakdowns + wet weather = . Please slow down for bus breakdowns.
- Bus breakdowns + night time = . Please slow down for bus breakdowns.
- Bus breakdowns + country roads = . Please slow down for bus breakdowns.
- Look out for passengers on the side of the road when a bus is broken down.
- It's important to slow down when you approach a bus on the side of the road.
- Slow down for broken-down buses and together we will get everyone home safe!

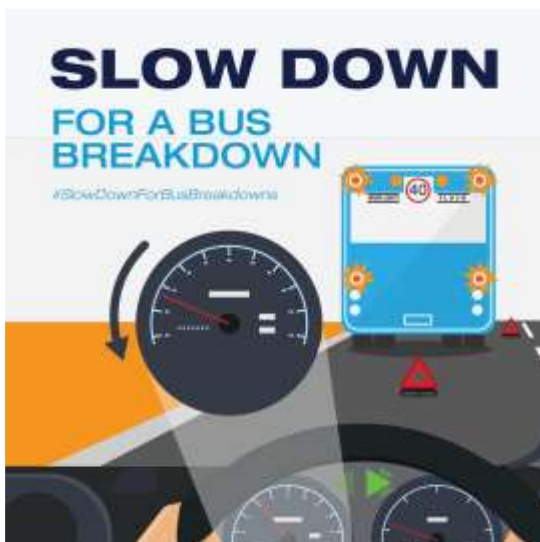
2. Hashtags

The following hashtags can be used for social media posts with the graphics below and messaging above:

- #HeavyVehicleSafetyInitiative
- #RoadSafety
- #GetHomeSafe
- #DriveSoOthersSurvive
- #SlowDownForBusBreakdown

3. Graphics for Website and Social Media

The graphics below are provided in several styles and sizes and can be used to promote the community awareness campaign on Facebook, LinkedIn and Twitter.



→ Graphics are available [here](#).

Appendix Q

**Press release to coincide with Bus Safety
Week 2022**

Bus Breakdown Guide to Improve Heavy Vehicle Safety

A new Bus Breakdown Guide launched in early March will provide valuable safety assistance to bus operators across Australia.

BusNSW Executive Director, Matt Threlkeld, said that one of the most common hazards in the bus and coach industry arises from safety risks that result from a roadside bus breakdown.

“While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant”, Threlkeld said.

“The aim of the Guide is to address these risks by providing practical guidance for all parties involved with bus breakdowns, specifically operators, bus drivers, maintenance staff and emergency assistance providers”, Threlkeld said.

The BusNSW project to improve road safety was selected as one of twenty-six projects aimed at saving lives and reducing road trauma under Round 5 of the Australian Government’s Heavy Vehicle Safety Initiative.

The funding from the Australian Government and coordination by the National Heavy Vehicle Regulator provided a great opportunity for the bus and coach industry to promote road safety”, Threlkeld said.

“The Guide was developed in close consultation with the Bus Industry Confederation and other state bus associations and involved a committee that included bus operator representatives”, Threlkeld said.

We were pleased to have Peter Frazer from Safer Australian Roads and Highways write the foreword to the Guide which highlights the importance of road safety and getting everyone home safe”, Threlkeld said.

BusNSW has launched the Guide on the back of the annual Bus Safety Week in NSW where Transport for NSW reminded all road users to be bus aware. Bus Safety Week ran from 21 to 27 February 2022.

“With around 10,000 buses and coaches providing passenger services on NSW roads, this important annual initiative aims to improve safety for people in and around buses”, Threlkeld said.

A copy of the Bus Breakdown Guide has been sent to BusNSW members with this March edition of the Bulletin.

BusNSW will soon launch a marketing campaign aimed at increasing community awareness of risks associated with roadside bus breakdowns and the need for road users to slow down.

The Bus Breakdown Guide will also be distributed to members of the Bus Australia Network, which means it will assist approximately 4,500 bus operators and over 60,000 bus drivers throughout Australia.

Bus and coach operators and other industry stakeholders can also access an online version of the Guide via BIC’s website www.movingpeople.com.au

Appendix R

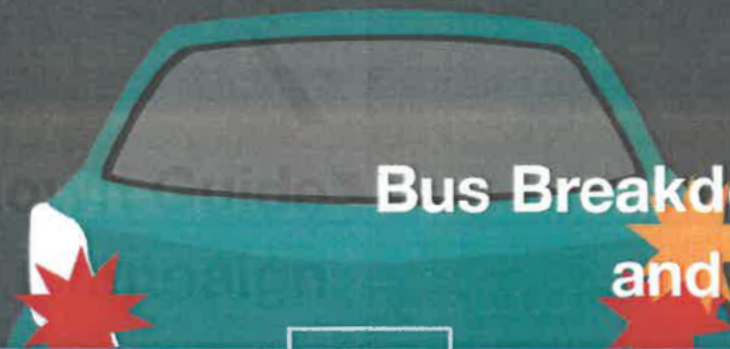
BusNSW March Bulletin Cover and Article on Bus Breakdown Guide



BULLETIN

THE OFFICIAL BUSNSW JOURNAL FOR MEMBERS AND INDUSTRY STAKEHOLDERS

SLOW DOWN FOR A BUS BREAKDOWN



Bus Breakdown Guide and Campaign

INSIDE FEATURES

TAFE NSW launches
Electric Bus Micro
Skills Course
P9

New Technical
Specification 160 - Bus
Door Safety
P18

OTSI Bus Rollaways
in NSW - Systemic
Investigation
P22

Bus Breakdown Guide to improve Heavy Vehicle Safety

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"While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant", Threlkeld said.

"The aim of the Guide is to address these risks by providing practical guidance for all parties involved with bus breakdowns, specifically operators, bus drivers, maintenance staff and emergency assistance providers", Threlkeld said.

The BusNSW project to improve road safety was selected as one of twenty-six projects aimed at saving lives and reducing road trauma under Round 5 of the Australian Government's Heavy Vehicle Safety Initiative.

The funding from the Australian Government and coordination by the National Heavy Vehicle Regulator provided a great opportunity for the bus and coach industry to promote road safety", Threlkeld said.

"The Guide was developed in close consultation with the Bus Industry Confederation and other state bus associations and involved a committee that included bus operator representatives", Threlkeld said.

We were pleased to have Peter Frazer from Safer Australian Roads and Highways write the foreword to the Guide which highlights the importance of road safety and getting everyone home safe", Threlkeld said.

BusNSW has launched the Guide on the back of the annual Bus Safety Week in NSW where Transport for NSW reminded all road users to be bus aware. Bus Safety Week ran from 21 to 27 February 2022.

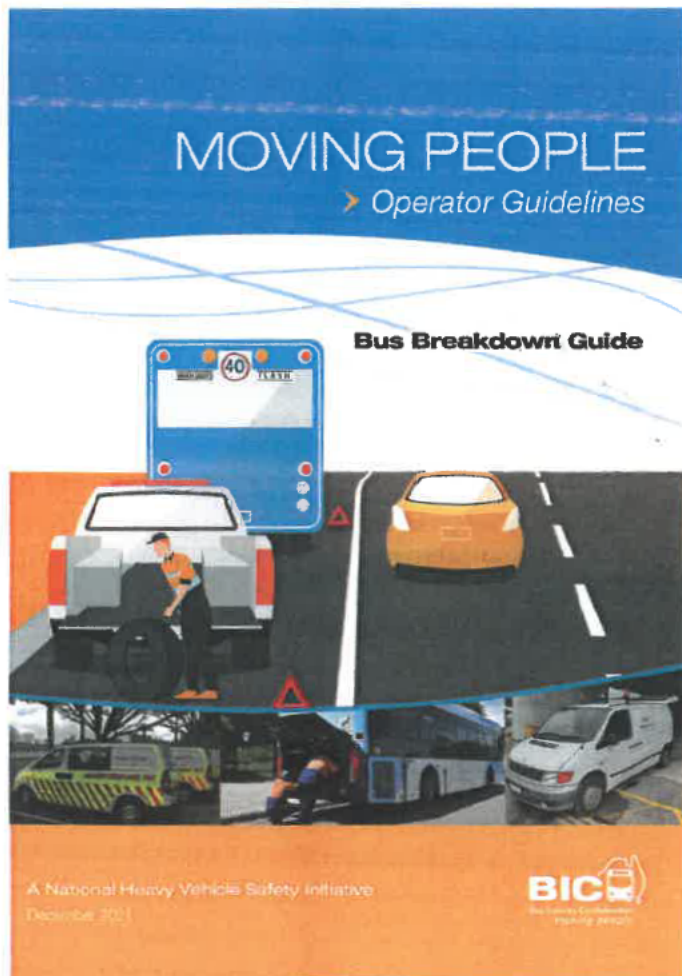
"With around 10,000 buses and coaches providing passenger services on NSW roads, this important annual initiative aims to improve safety for people in and around buses", Threlkeld said.

A copy of the Bus Breakdown Guide has been sent to BusNSW members with this March edition of the Bulletin.

BusNSW will soon launch a marketing campaign aimed at increasing community awareness of risks associated with roadside bus breakdowns and the need for road users to slow down.

The Bus Breakdown Guide will also be distributed to members of the Bus Australia Network, which means it will assist approximately 4,500 bus operators and over 60,000 bus drivers throughout Australia.

Bus and coach operators and other industry stakeholders can also access an online version of the Guide via BIC's website www.movingpeople.com.au



Appendix S

**ABC magazine press release to launch the
Bus Breakdown Guide**

Bus Breakdown Guide to Improve Heavy Vehicle Safety

Embargoed until 9am, Friday 25 March 2022

A new Bus Breakdown Guide and accompanying video will provide valuable safety assistance to bus operators across Australia.

BusNSW Executive Director, Matt Threlkeld, said that one of the most common hazards in the bus and coach industry arises from safety risks that result from a roadside bus breakdown.

“While breakdowns can occur in all motor vehicles, the hazards associated with bus breakdowns, where the vehicle is usually carrying public passengers and often schoolchildren, can be significant”, Threlkeld said.

“The aim of the Guide is to address these risks by providing practical guidance for all parties involved with bus breakdowns, specifically operators, bus drivers, maintenance staff and emergency assistance providers”, Threlkeld said.

The BusNSW project to improve road safety was selected as one of twenty-six projects aimed at saving lives and reducing road trauma under Round 5 of the Australian Government’s Heavy Vehicle Safety Initiative.

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“The Guide was developed in close consultation with the Bus Industry Confederation and other state bus associations, and involved a committee that included operator representatives”, Threlkeld said.

We were pleased to have Peter Frazer from Safer Australian Roads and Highways (SARAH) Group write the foreword to the Guide which highlights the importance of road safety and getting everyone home safe”, Threlkeld said.

[National Road Safety Week](#) is an annual initiative created by the SARAH Group and is being held on 15 to 22 May 2022 to highlight the impact of road trauma and ways to reduce it.

Executive Director of the Bus Industry Confederation, Roz Chivers, said the national body was pleased to participate in the development of the Guide as it will complement other national operator guides and provide safety benefits for the industry.

“The bus industry is playing its part to reduce road trauma which is an important objective of the National Road Safety Strategy 2021-30”, Chivers said.

“The Guide will be available to all members of the Bus Australia Network, which means it will assist approximately 4,500 bus operators and over 60,000 bus drivers throughout Australia”, Chivers said.

“To complement the release of the Bus Breakdown Guide and the training of staff, the industry will use social media channels to raise community awareness of the hazards associated with a bus breakdown on the roadside”, Chivers said.

Bus and coach operators and other industry stakeholders will be able to access an online version of the Guide and video via a dedicated page on BIC’s Moving People [website](#).

For more information contact Matt Threlkeld on [REDACTED]