

# Bus incident management planning: Guidelines

## What is incident management planning?

Incident management planning is everything your business does to prepare for potential disruptive or damaging incidents. Incidents may range from an accident or fire, an assault or threat against a driver, or a medical emergency.

Incident management planning involves developing a plan in writing. It also involves training staff in incident procedures, keeping good records, reviewing your response after an incident, and clearly identifying whose responsibility it is to take certain actions if an incident actually happens.

## Is it relevant to us?

Under Section 34 of the *Transport Operations (Passenger Transport) Standard 2010*, all public transport operators need to have an Incident Management Plan (IMP).

Any number of disruptive and damaging events could occur, such as dangerous behaviour from passengers, medical emergencies, or vehicle accidents. There may be issues you need to handle during an incident, such as contacting the police and liaising with schools, parents or local government.

Bus operators vary significantly in size and location, and will face different risks. For some operators, there is a heightened risk of a terrorist attack. For other operators, natural disasters such as cyclones or floods pose significant risks.

Your incident management plan should reflect what your business is doing to respond to the particular risks that it faces.

## What are the benefits?

Good planning will help your business to function during an incident. A good incident management plan can:

- help staff and passengers stay safe;
- help get your business back to normal as quickly as possible; and
- help protect the reputation of your business.

If there is a major incident affecting other transport operators, having a strong, documented incident management plan will help give your customers, and authorities such as the Queensland Police Service, confidence that your business is safe and can continue operating.

## What do we have to do?

Under the *Transport Operations (Passenger Transport) Standard 2010*, all Queensland bus operators have to develop an incident management plan, and make sure all staff are trained in incident procedures. You should review your plan once every 12 months and after every significant incident, to see if it can be improved.

## About the manual

This manual has been designed to help you in your incident management planning.

**This section** is a guide to incident management planning. It briefly describes what to include in your incident management plan.

**Section 2** is a checklist to help you confirm that your plan meets all the requirements, and has been tailored to suit your organisation.

**Section 3** contains two incident management plan templates. Template one may suit medium to large scale operations. Template two may suit smaller operations.

**Section 4** is a risk matrix, to help determine potential hazards to your business.

**Section 5** contains a range of sample templates, including incident response action plans and driver instructions. A few examples are also provided.

#### **Further resources**

- *Bus Industry Confederation: Bus and Coach Operators Incident Management Guidelines*: This document provides a thorough explanation of the different components of an incident management plan. The quick reference guide in Section 1 has been adapted from these guidelines.
- *Preventive Security Guide: Counter-terrorism Planning for Bus Operators*: This guide provides in-depth information on preventive security measures.

The following information is designed to assist you in improving incident management planning within your organisation. These guidelines are designed to complement the Bus Industry Confederation of Australia's *Incident Management Guidelines for Bus and Coach Operators*.

## 1. Preparing for an incident

### 1.1 Roles and responsibilities

It is important to decide who will be responsible for managing incidents before an incident occurs. There are some key roles that need to be considered when developing an incident management plan:

- **Incident manager** – responsible for the overall management of an incident
- **On-site manager** – responsible for managing the incident at the scene
- **Company spokesman/media liaison officer** – responsible for handling any media enquiries
- **Liaison officer/external stakeholder officer** – responsible for communication between internal and external parties

The size of your organisation will impact on how many roles each person has, and if additional roles are necessary.

#### Who are your key people?

**Your plan must clearly define each person's roles and responsibilities in the event of an incident.**

### 1.2 Contact list

A contact list is an essential component of an incident management plan. Useful numbers to include are the local hospital, local police station and towing companies or mobile mechanics. Contact lists need to be updated frequently.

#### Who are your key contacts? How will you communicate with them?

**Your plan must include a relevant contact list and procedures for regularly updating contacts.**

### 1.3 Communication equipment

You should also consider which equipment is best for reliable communication during a wide range of incidents (i.e. is there a backup if one form of communication fails?). Communication equipment should be maintained and tested regularly.

### 1.4 Training

For employees to understand their responsibilities, ongoing training needs to be provided. Additional training should also be given to staff with particular roles under the plan. Drivers in particular need to be aware of their obligations. Training can cover a range of issues, from how to manage a vehicle breakdown to how to respond to a bomb threat.

#### How will your people know what to do?

**Your plan must describe and record any training given by your company to employees.**

When developing or updating your plan, it is useful to also review your insurance policy, to understand how it might impact upon you during or after an incident. Does your policy cover vehicle recovery or site clean up? Insurance details can be recorded in the IMP for easy reference.

**What does your insurance cover?**  
**Your plan may include your insurance details.**

## 2.1 Risk

It is impossible to stop every type of disruptive or damaging event. However, it is possible to prevent some incidents impacting your business by identifying risks to your organisation and planning for how you might deal with these hazards. Conducting a security risk assessment is a useful way to do this. A guide on how to conduct a security risk assessment can be found at:  
[http://www.infrastructure.gov.au/transport/security/pdf/Surface\\_Tpt\\_SRA\\_Guide.pdf](http://www.infrastructure.gov.au/transport/security/pdf/Surface_Tpt_SRA_Guide.pdf)

A risk matrix can be used to identify risks within your organisation. The Department of Transport and Main Roads has developed a risk matrix for this purpose, as show below. A full explanation of how to use the risk matrix has been included in **section 4** of this manual.

### Risk matrix

Consequence →	1 (Minimal)	2 (Minor)	3 (Moderate)	4 (Major)	5 (Catastrophic)
Likelihood ↓					
A (Almost certain)	Moderate	Significant	High	Extreme	Extreme
B (Likely)	Moderate	Moderate	Significant	High	Extreme
C (Possible)	Low	Moderate	Significant	High	High
D (Unlikely)	Low	Low	Moderate	Significant	High
E (Rare)	Low	Low	Moderate	Significant	Significant

**What risks are relevant to your business?**  
**Your plan must include a procedure to identify risk, and clearly state each risk that has been identified.**

Preventive security can help protect your business from incidents such as vandalism or theft. Additionally, a strong security culture assists in recognising and responding to threats. Reporting suspicious activity is an important part of preventive security.

**Your plan may define procedures for reporting suspicious behaviour, activities or packages.**

Preventive security measures assist in reducing security risks to employees, assets and passengers. Preventive security measures can be grouped under physical security (e.g. alarms), detection and resolution (e.g. security checks) and human factors (e.g. security training).

The *National Preventive Security Guide: Counter-Terrorism Planning for Bus Operators* has a range of preventive security measures you can implement to enhance the security of your organisation.

**Your plan may include preventive security measures.**

### 3. Responding to an incident

#### 3.1 Incident response action plans

In the event of an incident, it is extremely important that accurate information is quickly given to the appropriate people. It is equally important that each person involved knows what is expected of them.

Incident response action plans ensure that each person involved can easily understand their role during an incident. Action plans should be developed for all potential risks to your organisation. An example action plan can be found in **section 5** of this manual.

**How will you respond?**

**Your plan must have action plans that are easily accessible to all employees.**

#### 3.2 Driver instructions

Driver instructions are an essential component of an incident management plan. They should clearly state the responsibilities of the driver in the event of an incident, and should be consistent with the information in the incident response action plans. Driver instructions should be carried on all vehicles at all times. An example of driver instructions can be found in **section 5** of this manual.

**What do drivers do?**

**Your plan must have separate driver instructions to be carried on all vehicles.**

#### 3.3 Reporting

Under Section 34 of the *Transport Operations (Passenger Transport) Standard 2010*, it is mandatory to complete an incident report within 24 hours of an incident.

As well as an incident report, an incident management plan can also include communication logs, action diaries and situation reports. An example template of an incident management report is provided in **section 5** of this manual.

For bus owners and operators who need to comply with the *Code of Conduct for School Students Travelling on Buses*, it is important to note that the reporting requirements under an IMP do not replace the reporting requirements of the Code of Conduct. A copy of the Code of Conduct can be accessed via: <http://www.tmr.qld.gov.au/Travel-and-transport/School-transport/Code-of-conduct.aspx>

#### **How will you report an incident?**

**Your plan must include incident management report templates, and clearly state who is responsible for completing reports after an incident.**

### **3.4 Incident response operations room (for larger organisations)**

Depending on the nature of an incident, it may be useful to establish an incident response operations room. An operations room may be applicable only to larger operations. An operations room allows for the management of an incident to be coordinated from one location, and provides a central point of contact. Consideration should be given to the sort of equipment that would be needed in an operations room, for example, communication equipment and maps.

The Australian Attorney-General's Department has developed a guide on operations centre management which may assist you in setting up your operations room. A copy of the guide is available at: <http://www.em.gov.au/Documents/Manual31-OperationsCentreManagement.pdf>

#### **Do you need an operations room?**

**Your plan may describe arrangements for establishing an operations room, including details of its location and any necessary equipment.**

## **4. Recovering from an incident**

### **4.1 Welfare**

It is important to provide support to employees and passengers in the event of an incident. The National Bus Industry Confederation has appointed a National Trauma Debriefing Provider which can be contacted 24 hours a day, seven days a week on 1300 360 364.

#### **How will you support staff and passengers?**

**Your plan must include details of welfare arrangements.**

### **4.2 Media management**

In the event of an incident, it may be necessary for your company to handle media enquiries. It may be useful to draft written media releases. A guide to writing a media release is provided in the Bus Industry Confederation of Australia's *Incident Management Guidelines for Bus and Coach Operators*.

#### **Who will handle media enquiries?**

**Your IMP may include a media strategy, stating who will handle media enquiries.**

### 4.3 Business continuity

If your business has a separate business continuity plan, it should be referred to in your incident management plan. If you do not have a separate business continuity plan, it is useful to consider developing business continuity scenarios to be included in your incident management plan. An example of a business continuity scenario is provided in **section 5** of this manual.

**How will your business continue delivering services during an incident?**

**Your plan may include business continuity arrangements.**

### What next?

These guidelines are designed as a tool to assist you in developing realistic and useable incident management plans for your organisation. The Department of Transport and Main Roads has also developed an incident management planning checklist and template to give additional assistance in your incident management planning.



