

CRISIS PLAN MANAGEMENT

A working policy document detailing the emergency
procedures in operation for all tours

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Definitions of a crisis

"Events that are unpredictable (but not necessarily unexpected)"

"Time of acute danger or difficulty"

Below are example situations that could lead to a major incident status being declared. They are usually defined as situations in which the emergency services are involved.

Examples of likely Crises for Rayburn Tours:

- Client(s) go(es) missing
- Building collapse e.g. hotel
- Fire e.g. at hotel
- Coach, car, ferry, train, boat, plane or other transport incident
- Death or serious injury during 'activity'
- Multiple loss of life
- Civil unrest, war, riots, terrorist action, political / industrial action
- Natural hazards - earthquakes, floods, hurricanes, fires or violent storms, volcanic eruptions
- Serious or widespread medical epidemic or health hazard
- Any other incident or accident resulting in unnatural death or injury or unexpected delay
- Incident requiring resources from many departments and which are time critical
- Major media incident
- Involves emergency service(s)
- Involves police/legal service(s)

Emergency/crisis procedures are in place to keep the situation focused

What you can expect from Rayburn Tours/Venture Abroad in a Crisis Situation

During a crisis, Rayburn Tours/Venture Abroad Duty Officers will:

- Respond with speed, accuracy and care
- Back up words with actions i.e. If a press statement is to be released or a client is to be contacted at a certain time – we will ensure that this is done – irrespective of whether there are any changes to report
- Build trust

Information will be:

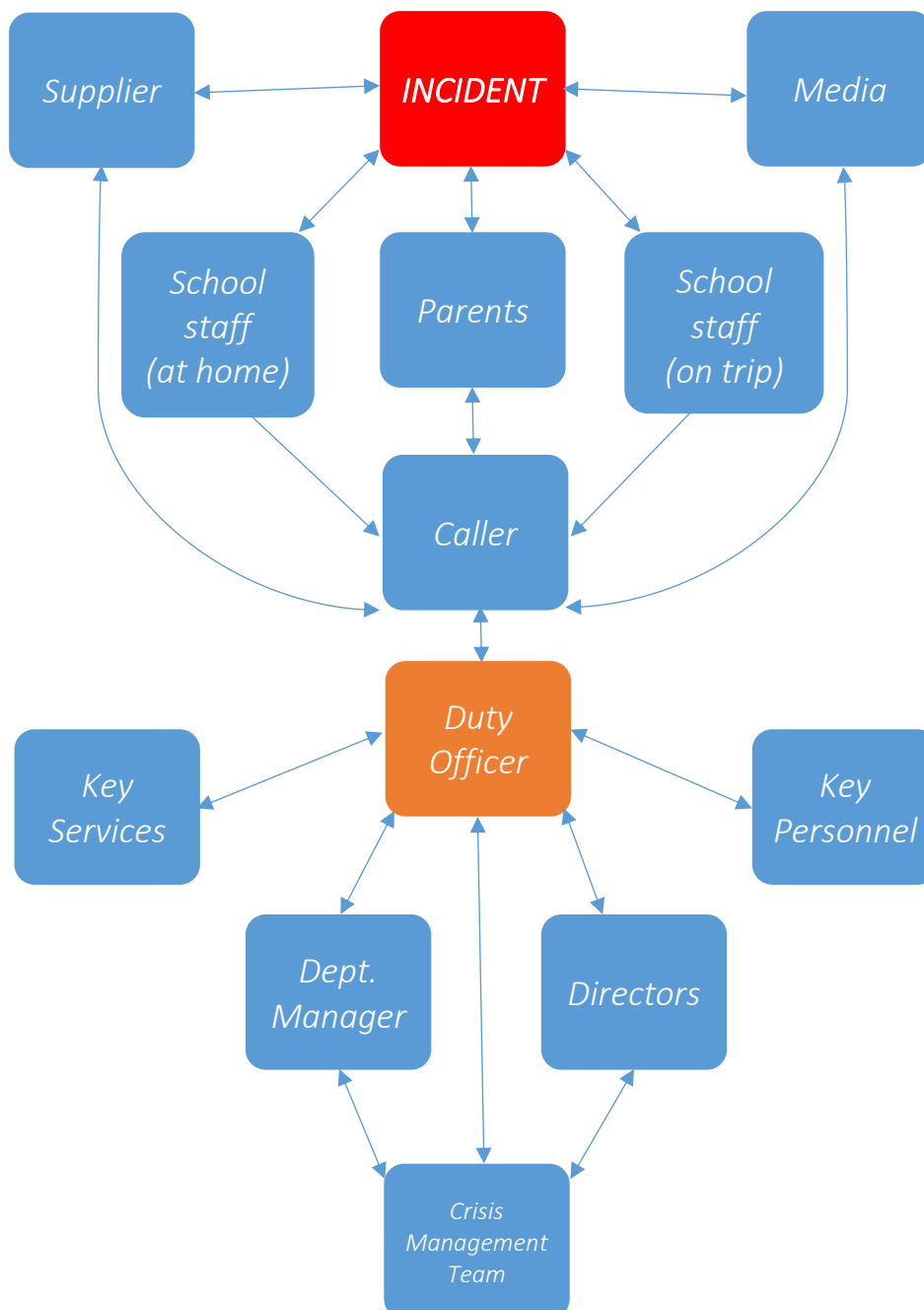
- Truthful
- Irrefutable
- Relevant
- Consistent

A Crisis Call

During and/or immediately following a Crisis Call, Rayburn Tours/Venture Abroad Duty Officers will:

- Ascertain the facts using an Incident Notification Form; you may be asked various questions such as contact details, the nature of the incident, the number of people/vehicles involved, when and where the incident occurred, whether there are any injuries or fatalities, is there further risk.
- Contact one or more of the company Directors.
- Advise you that the company's emergency procedures are now underway and if appropriate and/or known at that point, company representatives are being dispatched to the scene to help.
- Ask you only to speak to emergency service personnel and not the media.
- Maintain regular contact with you.

Crisis Management Callout Flow Chart



Team Set Up for a Crisis

In the immediate hours following a crisis we will ascertain what areas need cover and create teams. These teams will be assigned by a Crisis Co-ordinator upon arrival at the office, with an appointed Team Leader.

The Crisis Management Procedures are likely to consist of three teams:

1. An Office Team
2. A Location Team (if the crisis demands this)
3. A Media Team

1. The Office Team

Overview of Role & Responsibilities

This team will be based at Rayburn House and will collate information about events and deal with enquiries as they come in to the office via telephone/fax/email internet.

Members of the team will offer continued support and reassurance as well as assist with the following:

- Accommodation and travel arrangements for the Location Team, if applicable.
- Compiling full details of every passenger involved including their next of kin.
- Manning the telephones round the clock, ensuring lines are available and staff are fully briefed.
- Updating clients involved in the incident.
- Taking requests from the scene (via the telephone) i.e.. group members wishing to get messages to family in the UK.
- Liaising with the Media Team to give updates of the facts for media purposes.
- Assisting with arrangements to send relatives, doctors, counsellors and ministers of religion to the location.
- Contacting local police of any bereavement where next of kin need to be notified.
- Assisting with repatriation arrangements.
- Liaising with Insurance, if provided via Rayburn Tours/Venture Abroad.
- Ensuring the company website is updated regularly.

2. The Location Team

Overview of Role & Responsibilities

If a decision is made to send a team to the incident location, at least two members of staff will travel to the scene. The decision will be taken by a Crisis Team Leader. The Location Team will be based at a hotel near to where the incident occurred. A leader will be appointed with support staff if resources are available.

Members of the team will offer continued support and reassurance as well as assist with the following:

- Establishing (as far as is possible at this early stage) full details of the incident, how and why it happened.
- Completing Incident Notification Forms and taking photographic evidence.
- Liaising with the Media Team in preparing press statements for the local media.
- Completing and maintaining a list of all clients involved in the incident and their current location on a Passenger Record Form.
- Ascertaining what level of Insurance cover is held by each passenger involved in the incident
- Liaising with the Crisis Team Leader assessing the need to arrange transport for relatives to the incident scene and determine requirement for counsellors and extra support staff.
- Providing support and care to clients (and staff if appropriate) addressing the needs of those involved.
- Making appropriate arrangements for other group members not involved in the incident that may wish to continue with their holiday or return home immediately.
- Remaining in regular contact with authorities, emergency services, staff, embassies, coroners, religious ministers.
- Visiting the injured in hospital and obtain necessary documentation from the medical authorities, e.g. death certificates, certificates indicating how the injured may travel home and case histories including X-rays if possible.
- Assisting with repatriation arrangements.
- Obtaining receipts for all expenses connected with the incident that may be required for insurance purposes.

3. The Media Team

Overview of Role & Responsibilities

The Media Team will be based at Rayburn House, unless it is appropriate to send them to the incident location. The Team Leader will be a Managing Director or Director, who will also be the Media Spokesperson or who will assign this role to a senior member of staff or external Spokesperson. A Managing Director or Director will be responsible for approving all statements.

The Media Team will act as a single unified voice for the company, providing the media with regular updates as well as:

- Fully briefing ABTA's Press Office Department and Destinations Department of the nature of the incident.
- Maintaining a Press Enquiry Log, detailing every press enquiry received and the response given.
- Responding to media enquiries via local and national press, radio and television, offering further statements or bulletins as details become available.
- Never disclosing passenger details to the press.

After a Crisis

Following a crisis situation, the Crisis Team Leader will compile a full record of contact with the group leader, as well as any key personnel or key services. This may consist of Incident Notification or Crisis Notification Forms, along with any further written reports and/or correspondence. These will be saved within the group's individual tour file and copies will be distributed to the Directors, Head of Operations and Customer Relations, Department Manager(s), and Product Manager.

A de-briefing session will be held internally with key personnel as dictated by the situation, during which a review of the situation and subsequent actions will be reviewed. It will be established whether the crisis is an isolated situation or whether there are any patterns causing concern for reoccurring accidents, incidents or safety hazards. Additionally, if concerns are raised in relation to a product, service or supplier that needs to be addressed further, an action plan will be instigated. This may or may not include removing a product or supplier from our approved list.

All staff are trained in advance of being assigned to the Duty Officer rota. In addition, staff will receive annual refresher training on how to handle emergency calls (more frequently if a crisis dictates or upon request). As part of this training, real-life scenarios will be used to discuss best practice ways of dealing with such situations.