SAFETY PLAN FOR TOURISM

Guidelines and examples

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1 Introduction

When offering quality service, it is imperative always to look on safety issues as having top priority. When dealing with tourists this becomes even more important, especially where the tours involve traversing Greenland's natural environment.

These guidelines are intended to facilitate matters for tourism service providers when they compile safety plans for their particular type of service. A clear and detailed plan for all business/service activities is necessary for every company working in the tourist industry, no matter what type of services they have on offer. The safety plan can roughly be divided into four categories:

Risk Assessment – Here the service/goods in question are systematically analyzed and assessed as to whether these could in some way constitute a risk, and if so how; what mishap could possibly occur, also how and where.
Rules on work procedures – In this section of the safety plan the rules deal primarily with prevention; what work procedures should be used in order to minimize risk of accident.
Contingency plan – Based on the risk assessment, a contingency plan is compiled, or guidelines indicating the correct response in cases of mishap/accident.
Incident report – This is a form where mishaps/incidents which may occur are registered. Incidents may be defined as unplanned deviations from conventional procedures, whether people are injured or not.

Most or all front-line staff members must participate in the compilation of a safetyprogram. This applies in equal measure to the preparation, compilation, introduction and implementation, as well as reviews of the safety plan.

2 Categorisation system

The choice of commodities and services is extremely diverse in the tourism industry, as this market handles products which contain not only widely differing risks but also span the entire spectrum from visiting museums to ice climbing.
Following are three risk categories which give the opportunity to classify products according to risk, besides illustrating how important it is to work on safety issues attached to each separate product

It is normal to assume that a greater number of more comprehensive measures are allocated to the types of product which involve direct danger to health, cf. risk category III. The safety plan for risk category I is, on the other hand, usually short and simple. It is, however, also important.

2.1 Risk categories

Table 1 Risk categories

Category	Explanation	Illustration
I	Everyday risks which we expect and can cope with.	Trips to museums, walks in urban areas
II	Risks which could be attributed to the inexperience of participants e.g. the handling of vehicles or when in unusual circumstances. Risk of accident is present.	Bicycle rental, walking in rural areas
III	Participants are placed in the position of being at risk from health endangering circumstances, if those are not diverted by the service provider.	Hiking, diving, glacier tours, mountain climbing

3 Risk control

3.1 What is risk?

All our actions involve some degree of risk. We take risks in order to reap the gains presented to us by opportunity. For example, cyclists place themselves at risk in order to keep fit. Companies providing services to tourists might invest all their funds in the purchase of equipment in the hope that this will attract more customers. When we examine new possibilities, we weigh up the risk factor, consider the possible advantages and make our decision based on these factors.
Complete safety will never be attained and trying to achieve this is not even advisable. If we put ourselves in a totally risk free environment we would never step into a car, engage in sports or business activities – we would probably never even leave our beds in the morning; and inactivity of course brings its own risks to our emotional and physical health.
In this article the theme is the assessment and handling of risks which are of concern in the tourist services, particularly those which impact people's life and health. In these cases the risk is often born of some danger present in the environment; a danger which could damage someone's health. Risk is the scale by which the probability of this danger causing damage is measured – and its magnitude. The methods presented here can be used to control other risks, not only those which are directed against people. For example risks to the environment, property or business operations.

3.2. Definitions

Danger: Circumstances or actions which contain possible damage factors in the form of maiming and/or loss of health.
Risk: Assessing the likelihood of an incident occurring and how serious might be the results, for example to people's safety.
Risk control: The process which encompasses risk management in its entirety, among other things, and definition of the scope of the risk assessment, monitoring, analysis, as well as communications and cooperation processes. Risk control is explained in writing in the safety plan.
Risk assessment: the process by which risk due to danger is assessed, taking into consideration the usefulness of the control procedures which are in place and identifying whether or not the risk is manageable.
Control procedures: Measures to change risks.

3.3. Compiling the risk assessment

Risk assessment plays the most important role in risk control, once the decision has been made on the extent of the assessment in question, for example what products are being assessed. Risk assessment involves simply finding what events could have serious consequences, assessing severity and likelihood, and finally assessing whether the result (risk) is within acceptable boundaries.

For the risk assessment to achieve its intended goal it must have a clear framework:
Recognising events which could be a possible cause of danger (risk identification).
Defining the premises used to assess whether the risk is acceptable.
Analysing risks by assessing the likelihood and consequences of events (risk analysis).
Assessing the risk according to defined criteria (risk evaluation).
Handling the unacceptable risks (risk management), for example by compiling an appropriate response procedure, monitoring this and reviewing it regularly.
Following up with remedial actions.
Ensuring the flow of information by defining paths of communication and consultation.

Fig. 2 shows the process of risk management and the compilation of risk assessment.

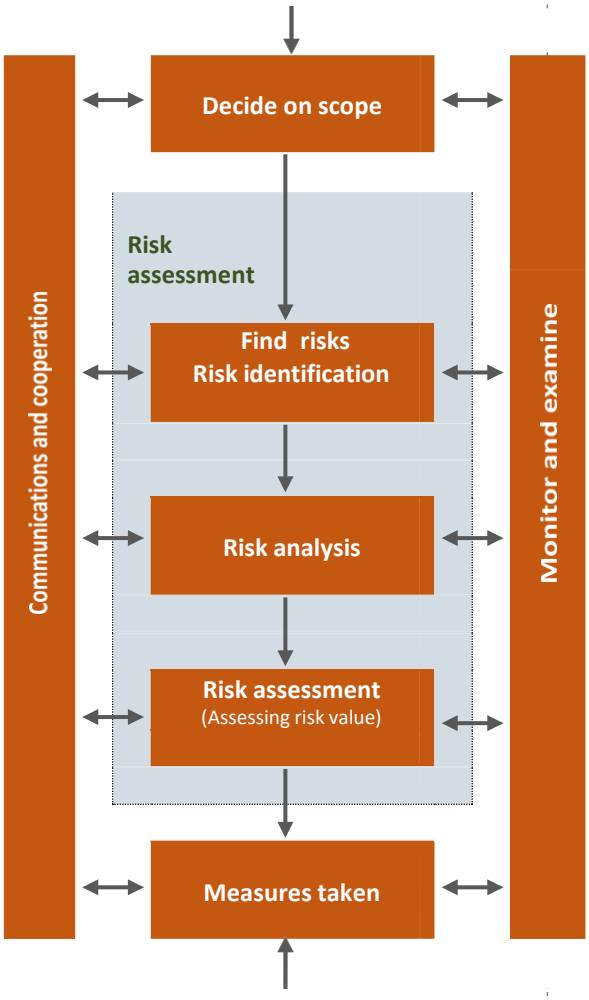
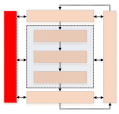


Fig. 2 Overview of risk management and the compilation of risk assessment

Now we will examine the process, stage by stage. For each one there is a small picture indicating what stage is under discussion.

3.3.1 Communication and consultation



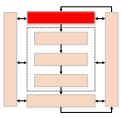
Risk assessment is based on knowledge of: measures taken, clients, services provided and the risks involved. It is important to harness this knowledge and wherever possible to examine it from many angles. Information must flow unhindered between staff and it is imperative to choose well and carefully those members who will work on the compilation of the risk assessment.

Measures taken to reduce risk should preferably be based on:
Written rules on work procedures.
Increased training of staff.
Instructions to clients.

The use of equipment and check lists.
Alternative routes.

It is important to pass on information on such measures to all those concerned.

3.3.2 Decisions on scope and definition of criteria.



The composition of a risk assessment is always based on defined criteria and it is useful to keep a record of those at hand. There, the scope is defined and an explanation can be found of inner and outer connecting factors: What type of market does the company serve? What rules apply to its operation? What are its products? Who are its clients? What are the main aspects of the company's infrastructure (for example appliances, equipment, staff and organization)? What are its aims? Who is responsible for compiling the risk assessment?
Before embarking on the compilation of the risk assessment, the type of risks to be assessed must be defined, that is, what consequences have to be taken into consideration. Here, risks endangering people's health are dealt with. Examples of consequences resulting from other risk factors could encompass damage to property, curtailing competition possibilities, environmental damage and harm to reputation. Risk is the fruit borne of the likelihood of incidents occurring and their severity.It is of utmost importance to define the categorisation system to be used in the assessment of risk and evaluate whether the risk involved is acceptable. This is usually carried out by the use of tables where degrees of likelihood and severity are displayed; the following examples are a demonstration of these. A number of categories are given here as an example, but these may be added to as required.

Table 3 Severity of incident

Severity		
3	High	Life threatening or serious, lasting injuries
2	Moderate	Injuries which heal, require the services of a doctor
1	Low	Discomfort or minor injuries, grazes or scratches

Table 4 Likelihood of incidents occurring

Likelihood		
3	High	High risk of incident occurrence, frequent occurrence
2	Moderate	Incidents could arise but low frequency
1	low	Small risk of occurrence, seldom happens

It could prove difficult to gather precise, quantitative data to identify likelihood. Here we have chosen to present categories dealing with likelihood which are fairly simple to interpret. These simple definitions reflect the fact that this assessment is based on the experience, knowledge and intuition of those who compose the assessment, rather than on figures found in available documentation. Finally, it is necessary to lay down criteria for the boundary between acceptable and unacceptable risk. This is done by merging the severity and likelihood factors into one table which is usually termed the compact risk assessment.

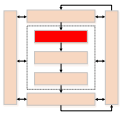
Table 5 Compact risk assessment

Compact risk assessment					
Likeli hood	High	3	3	6	9
	Moderate	2	2	4	6
	Low	1	1	2	3
			1	2	3
			Low	Moderate	High
			Severity		

Risk	
	Unacceptable
	Assess
	Acceptable

Each coloured field in the table contains the value, which is the multiple of severity and likelihood. Each colour symbolises a given quantitative range. In the table above the ranges are as follows:
1 – 2: Acceptable
3 – 5: Requires assessment
6 – 9: unacceptable
More precise data on risk assessment is to be found in chapter 3.5.
The following sections describe in more detail the process involved in the implementation of risk assessment.

3.3.3 Recognising risks (risk identification)



The implementation of risk assessment commences with the identification of factors which could lead to accidents, events and their possible consequences. To recognise these risk factors it is necessary to systematically examine the entire service involved and analyse each area separately. It is useful to divide the service into steps which could contain differing risks. Each step might possibly be reproduced several times and may even be implemented in the same way in many different products offered by the company.

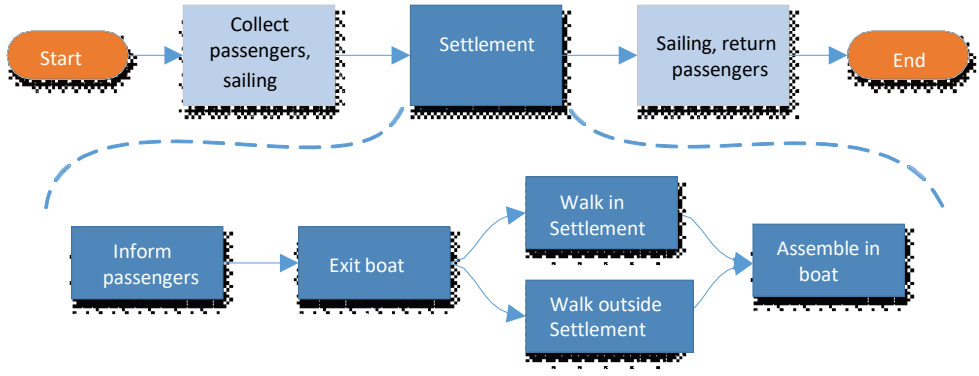


Fig. 3 Example of the breakdown of company data

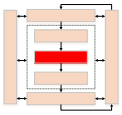
For repeated steps it is unnecessary to give a comprehensive analysis, but try, rather, to gain an understanding about any deviation from the norm. In the example above there could, for instance, be a huge difference in the condition of disembarkation depending on their location or the time of year. Foreach section of tourist services the possibility of accidents occurring is closely examined and also whomight be involved. Whether the victim is a member of staff or a client must be clearly registered, but here we are dealing primarily with accidents involving clients. It should also be emphasised that the participation of trained and experiences staff is important.

To help with this analysis the risk list can be used; this is the tab “premises” in the above mentioned risk assessment flow chart. Risks identified are logged in the risk assessment. The risk is worded in such a way that it is clear how this could cause damage or injury, for example “Hypothermia after fall into river”. The risk to be examined here is “heat or cold”.

Risk	Risk description
Heat or cold	Hypothermia after fall into river. Has occurred before, e.g. due to insufficient protective measures.

If it proves difficult to identify the risk, this could be due to staff inexperience within the service in question or, simply, to the fact that the service itself poses little danger. The aim of the risk assessment is to increase understanding of risks pertinent to the company’s operation. In this context, it is not useful examine risks which are farfetched or outside the limits of the service, for example meteors, tsunamis or terrorist attacks. For those risks which have been identified a comprehensive analysis is registered as seen in the next section.

3.3.4 Risk analysis



The next step is to examine each risk separately, estimate likelihood of occurrence, and how serious the consequences might be. For this, the scales "severity" and "likelihood" from step 3.2 are used. Define premises.

The analysis takes into consideration the experience of the participants in the risk assessment, the history of the incident, if available, as well as relevant incident reports, those control factors which are in place and any other aspects that the participants feel could influence thefrequency of incidents or their severity. "Control factors" are, in some places, termed "measures" and refer to what is done to guard against accident or reduce their impact (risk reduction).

Example of preventative measures:
Rules on work procedures.
Instructions and markings.
Safety equipment such as barriers.

Example of risk reducing measures:
First aid education for staff.
Contingency plans.
Safety equipment such as helmets.

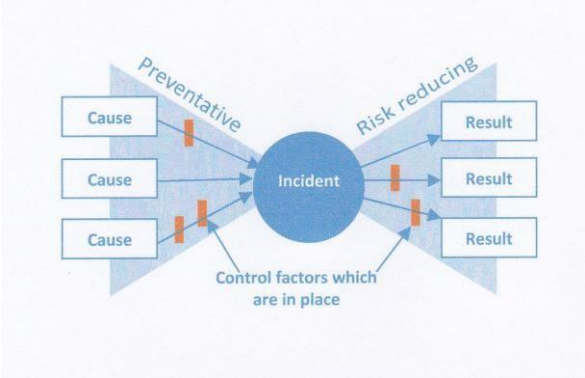


Fig. 4 Preventative and risk reducing measures

Historical information could be of help in identifying risk factors. Besides an incident report, documentation from insurance companies, the company's operational data including the results of audits or inspections, could be of use. However, in most cases, the evaluations of severity and likelihood are based on the professional knowledge of those taking part in the assessment, and do not merely consider whether a comparable instance has occurred before. The result is registered for every risk. Now we will continue with the example from the previous step and identify the risk "Hypothermia by falling into river". The safety markings and fences in the area are preventative controls which we can register in the risk assessment. We take these into consideration when estimating severity and likelihood:

Severity:

2	Medium	Injuries which heal, require the services of a doctor

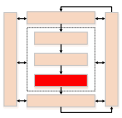
Likelihood:

2	Medium	Incidents could arise but low frequency

Results of risk assessment are registered as below:

Control measures	Severity	Likelihood
Fences and markings in the area in question	2	2

3.3.5 Estimation of risk (Risk severity assessment)



Risk severity assessment involves calculating the value of the risk by multiplying the values of likelihood and severity. In the example above the likelihood value is 2 and the severity value is 2, which gives the risk value 4.

When the flow chart is used to assess risk and measures, the outcome appears automatically, and a field for the risk value shows the correct colour.

Severity	Likelihood	Risk value
2	2	4

The colour is found by comparing the number with the compact risk assessment. The result tells us whether the risk is acceptable.

Table 6 Compact risk assessment

Compact risk assessment					
Likelihood	High	3	3	6	9
	Moderate	2	2	4	6
	Low	1	1	2	3
			1	2	3
			Low	Moderate	High
			Severity		

Risk
Unacceptable
Assess
Acceptable

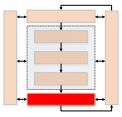
According to the compact risk assessment the risk is in the yellow field.

The yellow field indicates that it is a matter of assessment whether or not the advantages of taking the risk outweighs possible damage, and that all feasible measures have been made to decrease risk factors. We have already examined the example in which likelihood and severity are both moderate, but this could also be valid where the trip or leisure activity could involve serious incidents but highly unlikely that these would take place. For example, a tourist could slip on icy ground and fall into the fjord if travelling to the destination during winter in icy conditions.

The red fields indicate situations which are not acceptable. Unacceptable risks and those falling into the yellow zone are analysed as is described in the next step which deals with the handling of risk. The green fields do not require further measures, but of course it is permissible to make improvements if one wishes to do so.

Here concludes the actual work involved in the risk assessment; next, the aspects that have arisen in the risk analysis process will be dealt with.

3.3.6 The handling of risk.



For every risk which is unacceptable or considered in need of better control, possible measures to decrease risk are examined and assessed. The measures selected are collected in a project list and embarked upon. This process is called the handling of risk.

The handling of risk could involve:

Making changes in operations or service in order to eliminate the risk.

Embark on measures to decrease likelihood or severity.

Share the risk with other parties (by buying insurance).

Make an informed decision to accept the risk (refers to the yellow zone risks).

When handling risks which involve people, the list of priorities should be as follows:

Table 7 Priorities in the handling of risk.

A	*Avoid*	Eliminate the risk by changing company operations or discontinue that part of the service which contains the risk
B	*Control*	Make changes to decrease severity or likelihood, e.g. compose rules on work procedures and train staff
C	*Explain*	Advertise and explain the risk by the use of markings and instructions
D	*Protect*	Provide safety equipment and protective clothing for participants

It is important to make one particular member of staff responsible for actions taken and decide when these should be completed. When the measures are in place the risk is reassessed.
The flow chart contains the tab "measures" where the actions in question are registered. If it is decided to launch a procedure to decrease risk, "yes" should be registered in the column "measures" concerning risk assessment.
In the example we examined concerning visit to a settlement it is decided that the guide provides information in the native language of the passengers on the way to the settlement. Someone is engaged to compose the text and this item is added to the rules on work procedures for the journey. This measure is registered as follows:

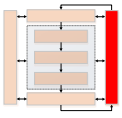
Responsibility	Risk	Measures to decrease risk
A-Z	Hypothermia by falling into river	Passengers are provided with information before they leave the boat

Finally we reassess the risk when this control measure has been added. We assume that this change will decrease the risk:

Risk after measures taken		
Severity	Likelihood	Risk value
2	1	2

Contingency plans are part of the necessary risk handling (see step 7).

3.3.7 Monitoring and analysis



The compilation of risk assessment is usually not a single action, rather it is a part of the company's regular operation. In order for the process to work as it should, it must be monitored and repeated as required, and the new results also monitored. Here we examine the most important factors of monitoring and analysis.

It is important to observe whether the criteria change. An example of changed premises which require a review of the risk assessment are, new or altered commodities, changes within the company, changes in the stock or staff, or other external circumstances.

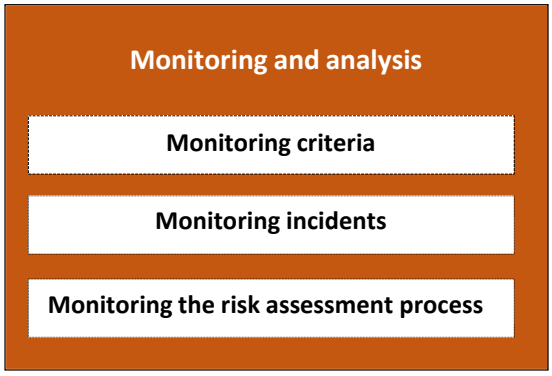


Fig. 5 Monitoring and analysis

Here common sense is required to assess how extensive the changes required should be. For example, the Greenlandic weather leads to new risks being created during winter. Thus, alterations in tour schedules are an example of changes which could call for reassessment. For those who purchase services from another party in the tourist industry, it is important to request a safety plan from those who are to provide the service, follow whether their services have changed and ask for updates.

Incidents are always a reason to review a risk assessment. They provide us with important information on potential risks and an insight into possible consequences. When compiling a risk assessment, incident reports should be available for consultation.

Actions included in the plan must be followed up so that they can be completed and achieve the required results.

The risk assessment must be reviewed at least once a year, even if this only involves confirming that no changes to services have been necessary. In such regular reassessments it is right to examine whether the methods involved in the compilation of the risk assessment have been followed. It is important that one member of staff is made responsible for composing the risk assessment and supervising its follow up. This person is usually the one who is also responsible for quality and safety factors.

4 Rules on work procedures

The next step, after the risk assessment, is the creation of a set of rules on work procedures, which is built partly on the results of the risk assessment. The purpose of these rules is, among other things, to decrease those risks that came to light through the risk assessment and perhaps limit any possible damage. In the rules on work procedures the following items, among others, should be considered:

- **Education and experience of staff.** In the rules on work procedures, criteria for education, training and experience of staff should appear. These are partly based on the dangers shown in the risk assessment.
- **Equipment.** In the rules on work procedures, a register should be in place detailing the equipment required by the company in order to provide its services, and which must be on hand should some mishap occur. Thus, the risk assessment helps us to compile a list of equipment.
  Checklists. The rules on work procedures should contain a checklist covering equipment, a flow charts etc. which staff must go over thoroughly before the trip commences.
- **Staff/client ratios.** To ensure the safety of clients and staff it is important to define criteria for this.
- **Choice of route.** Whether**,** when and how it is acceptable to diverge from the previously decided route, if this becomes necessary.

The rules on work procedures are, in reality, good instruments to use in the provision of quality service. Here it is necessary to include items such as sending clients lists of equipment well before the trip begins, posting this list on the company website and encouraging clients to familiarise themselves with this before embarking on the tour. It is also a good idea to mention the conditions inGreenland, such as ever changing weather etc. In general it could be said that the rules on work procedures provide staff with all the most important factors which must be considered beforesetting off on the tour and also for its duration. All this improves service and safety, as well as enhancing the positive experience of the clients. The rules on work procedures should also set forth what qualifications the company demands from its staff and guides on such tours. Accidents and mishaps could prove very costly for the company and could lead to bankruptcy. Therefore, it is imperative that the utmost care is exercised when preparing every aspect of the tour.

5 Contingency plan

In reality, it would be more correct to say “contingency plans”, in the plural, as it can be assumed that each company will have more than one plan, even though these will be, to a great extent, very similar.

The contingency plan is intrinsically nothing more than instructions on how staff should respond in the event of mishaps or unwanted incidents. It could be, for example:

- A person getting lost on a walking trip.
- A person falling from a snowmobile.
- A client having a heart attack while on a jeep tour through the wilderness.

Whatever the incident, a good safety plan could prevent further accidents, and, not least, minimise the consequences. The contingency plan also plays an important part in the teaching and training of staff who must deal with any situation which may arise.

A contingency plan is a continuation of the risk assessment. For every risk and every product there must be a special contingency plan, and the greater the risk the more important it becomes to have a contingency plan to hand. This should be clear and simple, and staff should be thoroughly familiar with it. For example, a tour operator has many different tours on offer and therefore many differing contingency plans. These plans are sometimes quite similar, although the tours differ. It is, therefore, unnecessary to fear that the compilation of these would entail a great amount of work. If, for example the tours are, on the one hand, of two hours and on the other of three days duration,we can expect them to differ somewhat. The part of the plans which deals with calling for help is therefore unlikely to be the same in both cases.

A significant part of the contingency plan should be easy for the company to compile, at least that which deals with the product, the service itself and the area of operation. For other factors, such as rescue or other specialist services the company will perhaps require help. In many cases, however, all knowledge of these aspects can be found within the company itself.

When compiling a contingency plan it must be kept in mind that this should be clear, simple and concise, so that it can be read over quickly. It is possible to set up the plan as a text or as graphics. If an accident happens the staff should, within a few seconds, be able to find the correct contingency plan and the right section, then proceed with putting the instructions into action. The most important part is, however, practising the responses beforehand.

It must be made clear how the company responds to accidents and mishaps. Therefore, it could be advantageous to decide on a response group beforehand, composed of some of the company staff. The response group needs, for example, to be ready to respond to the following:

- Communication with the media
- Communication with the police
- Communication with family members, passengers and staff
- Changes to a group’s itinerary, for example if the group or part of this wants to return home ahead of schedule
- Communication with embassies

- Passing on information to other staff and cooperating services

When situations such as accidents occur, it is important to act quickly and for this to happen the contingency process and communication paths must be clear. It is therefore advisable to have these outlined ahead of time. Below is an example of lines of communication.

Example of lines of communication:

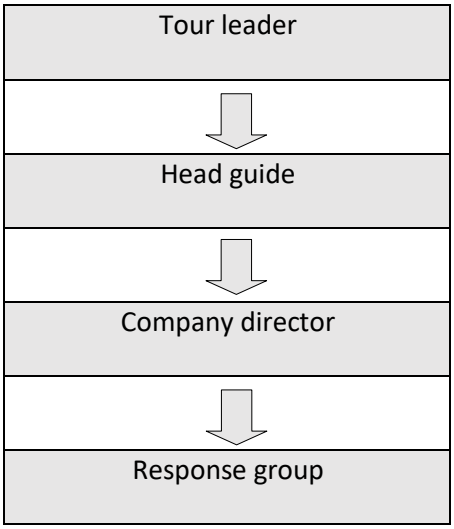


Fig. 6 Example of lines of communication

It is advisable to keep the contingency plan, and even the entire risk assessment plan, in convenient files to accompany the staff when the service is put into operation. It is a good idea to have these documents well marked and the file divided, for example by using dividers with tabs. In this way, precious time need not be lost looking for the relevant contingency plan. If the service is such that little luggage is required, such as walks, river rafting etc., it is easy to photocopy the appropriate contingency plan, reduce the size and laminate the pages. Thus, one folded A5 page could contain the contingency plan for that particular trip.

5.1 Example of a graphic contingency plan

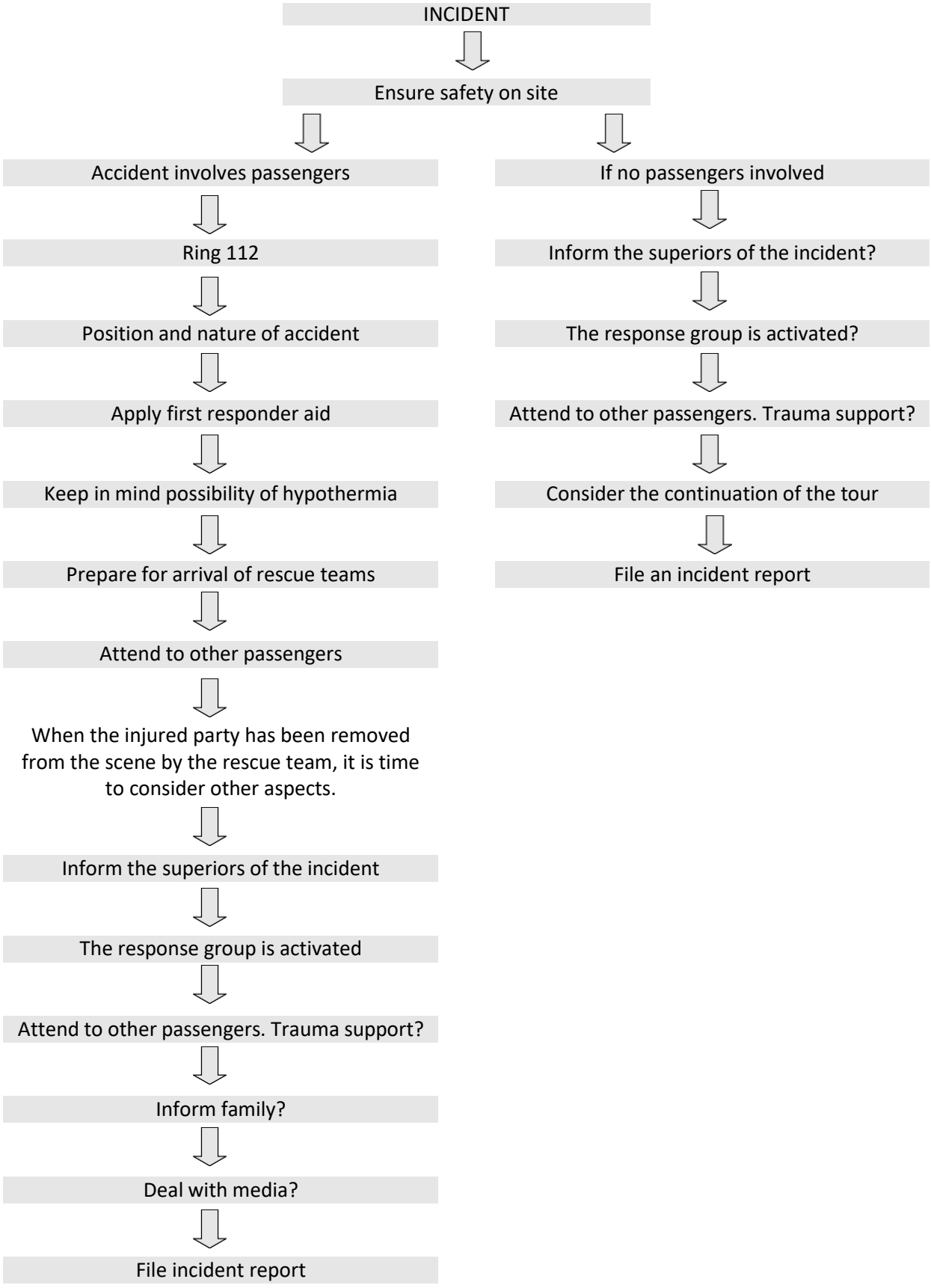


Fig. 7 Graphic contingency plan

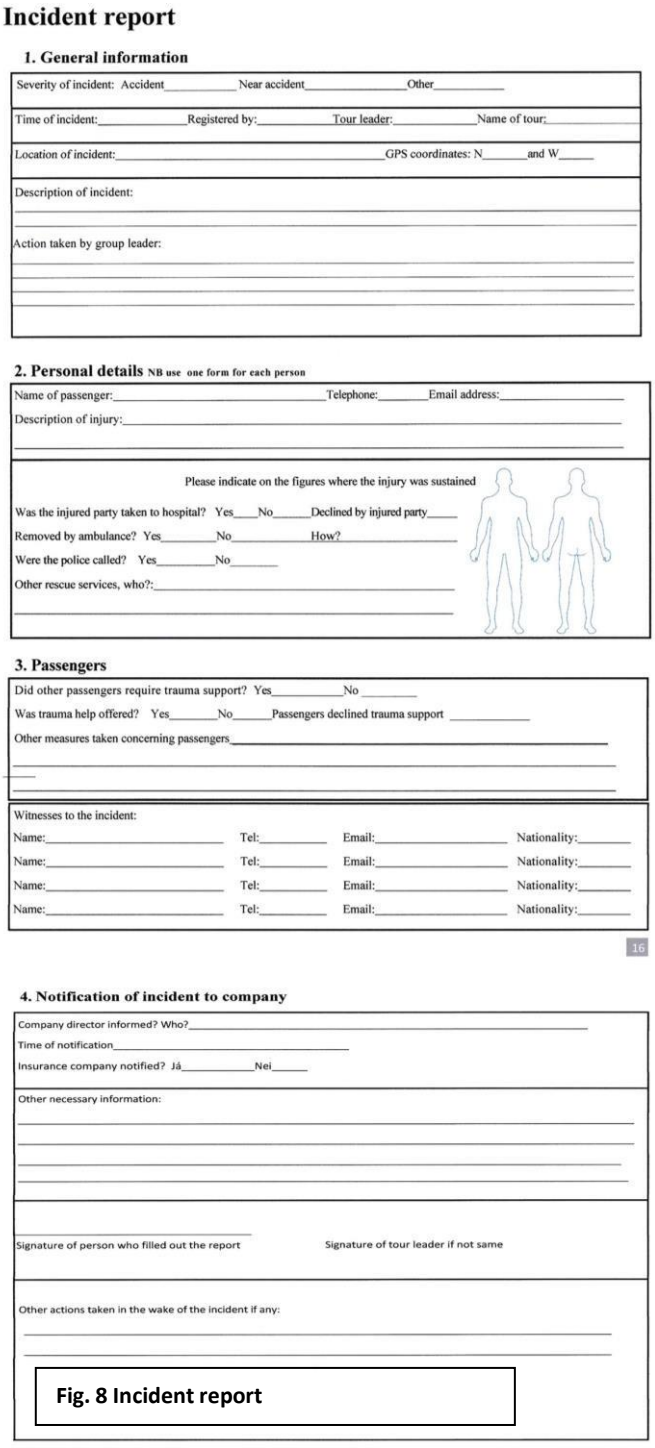
5.2 Example of a written contingency plan

It is possible to have the contingency plan in written and/or graphic form as can be seen below. The nature and severity of the incident decides whether it is necessary to have the contingency plan in both these forms.
It is possible to provide more comprehensive information in a written contingency plan than can be achieved in graphics. The text could include the following aspects (applies if passengers sustain injuries):

- Ensure safety at the site.
- Ring 112.
- Register the location, number of injured parties and conditions at the site of the accident.
- It is a good idea to give details of who is at the site and on whose behalf
- Administer first responder help appropriate to the injury. By ringing 112 emergency services it is possible to get instructions and to be put in direct contact with the doctor on call.
- Be careful to note whether this is a case of hypothermia, in which case the party concerned will be less able to cope with this due to injuries sustained.
- Prepare for the arrival of the rescue teams, whether these be paramedics, police, search and rescue or helicopter. If necessary enlist the help of the other passengers.
- Attend to other passengers. As is to be expected, accidents can impact others besides the injured party, and it is also necessary to attend to their needs. Administer emotional first aid and ensure that weather or any other factors do not have an adverse effect on the persons concerned.
- When the rescue teams arrive they take over control of the site and remove the injured party. If it is possible to send a member of staff with them, this is good, but the other passengers must never be left alone at the site of the accident.
- Inform the superiors of the incident.
- If the situation demands, the company's response group should be activated. They willattend to various factors which could arise.
- Attend to the needs of the passengers when work at the site has been completed. This could involve trauma support, changes to the itinerary etc.
- Normally it is the function of the police to contact the family of the injured party but the company might, nevertheless, wish to do this also in order to give a more comprehensive explanation on what happened. This, however, must always be done in cooperation with the police.
- Deal with the media. This is done by the company spokesman. Accidents to tourists make popular news items and often it does not take much attract the attention of the media. Have responses to the media carefully defined and documented. See instructions on page 11.
- File an incident report. In doing this, the opportunity arises to go over the company's response to the incident.

6 Incident report

The incident report is no less important a link in the chain of the assessment plan than are the safety plan and the contingency plan, although this might not be clear on first examination. It is very important to register ALL incidents which occur and are outside the normal state of affairs, whether or not people are injured. Also, nearaccidents must be registered; those incidents which might have been serious. The incident reports are collected and used when reassessing goods/services, increasing safety, improving the risk assessment, and not least when improving the contingency report. Incident reports can also be cast light on whether one type of service is more likely than others to cause mishaps.



Incident report

1. General information

Severity of incident: Accident_____ Near accident_____ Other_____

Time of incident:_____ Registered by:_____ Tour leader:_____ Name of tour:_____

Location of incident:_____ GPS coordinates: N_____ and W_____

Description of incident:

Action taken by group leader:

2. Personal details NB use one form for each person

Name of passenger:_____ Telephone:_____ Email address:_____

Description of injury:_____

Please indicate on the figures where the injury was sustained

Was the injured party taken to hospital? Yes____ No_____ Declined by injured party_____

Removed by ambulance? Yes_____ No_____ How?_____

Were the police called? Yes_____ No_____

Other rescue services, who?:_____

3. Passengers

Did other passengers require trauma support? Yes_____ No _____

Was trauma help offered? Yes_____ No_____ Passengers declined trauma support _____

Other measures taken concerning passengers_____

Witnesses to the incident:

Name:_____ Tel:_____ Email:_____ Nationality:_____

Name:_____ Tel:_____ Email:_____ Nationality:_____

Name:_____ Tel:_____ Email:_____ Nationality:_____

Name:_____ Tel:_____ Email:_____ Nationality:_____

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4. Notification of incident to company

Company director informed? Who?_____

Time of notification_____

Insurance company notified? Já_____ Nei_____

Other necessary information:

Signature of person who filled out the report

Signature of tour leader if not same

Other actions taken in the wake of the incident if any:

Fig. 8 Incident report

It is important that staff experience the incident report not as a form of surveillance or a method of finding a scapegoat, but rather as an opportunity for the company to better their quality and safety factors. Therefore it is imperative to make sure that staff are taught about the aim of the report and its compilation and are encouraged to make use of this. It is, in reality, better to fill in too many incidents that too few. A properly completed incident report and the correct procedures followed in the wake of this could prevent even moreserious incidents from happening in the future.

It is necessary that the incident report accompany all the company's tours and is part of the documentation leaders and staff take along with them on all excursions. The completed incident report must be handed in as soon as possible to whoever is responsible for the company's qualityand safety factors.

The form is in PDF format and can be found on the Sullissivik website. It can be filled in online or in writing on a printout of the form.

6.1 Instructions on how to fill out the incident report

The incident report, the form (printed on both sides), is divided into two parts. On the front all information directly pertaining to the incident itself is registered. This is divided into three sections; general information about the incident, details on the person involved and information about the other passengers. On the back of the form details used in processing data after the event are registered; these are of no less importance that those on the front.
Below you can see what should appear in each field also see examples of how to fill out an incident report.

General information

Severity of incident - Register whether the incident was an accident, near accident or something else and, if the latter, what.
Time of incident- Register the date and time of the incident.
Filed by - The name of the person who filled out the form.
Tour leader - The name of the guide/tour leader who is responsible for the passengers.
Name of tour - What is the title of the tour.
Location of accident - Register where the incident took place, describing both in words and by giving geographical coordinates.
Description of incident -Describe in own words how the incident/accident happened, and the circumstances leading up to it.
Measures were taken- Register the response to the incident and what measures were taken by the guide/tour leader immediately after the accident.

Personal information

Passenger's name - Full name of the passenger.
Telephone and email - The passenger's telephone number; not forgetting the country code.
Description of injury - Describe the injury in as much detail as possible when filling out the form.
Sketch- Indicate with small crosses where injuries were sustained.
Response parties - Answer the questions, all of which concern response teams. If the victim was transferred to hospital, how this was done. It is important to note his refusal, if this was the case. Also whether the police were called in for reporting purposes and if any other emergency teams were involved.

Passengers

Client trauma support- Was trauma support offered to the other passengers; whether this was administered or refused.
Other measures - It is important to register whether any other measures were taken on behalf of the passengers.
Witnesses - Register the names of any witnesses to the incident. It is important toregister the full name, telephone number, with country code, email address and nationality.

Management

Director informed- Register which company director was informed of the incident and the time at which this was done.
Insurance companies - If damage is sustained to property or an accident befalls a person it is likely that the insurance company must be informed. Register whether or not this was done.
Other - Register any other useful information pertaining to the case.
Signatures- Signatures of the person(s) who filed the incident report and the tour leader.

Measures taken -	Register the measures taken in the wake of the incident. Was the risk removed, decreased or were the rules on work procedures altered? State briefly, what was done to minimise the risk of this incident repeating itself.

7 Response group, communications with the media etc.

As mentioned before, it could be a good idea for the firm to have a response group in place. The role of this group is to meet when an accident or any other type mishap occurs, in order to act promptly to protect the company image, staff and clients. The group must have the clear and complete authority to respond on behalf of the company on such occasions.
The group must be established beforehand and could, for example comprise the company director, quality control manager and the marketing manager. Deputy members could be the office manager, sales manager and a member of the marketing staff. The group must meet regularly, assess which incidents that have occurred could have been serious and consider how to respond.

Even a small incident can very quickly become material for worldwide news coverage, as in modern society speed in media communications is extremely high. Specific and targeted communication and interaction are therefore of utmost importance. The aim of the response group is to control these factors to the best of its ability. Meeting regularly as detailed above makes all the difference, as this decreases the risk of mistakes when an accident becomes a reality and the pressure is on.

The first response has a significant effect on the situation and this response could, for example be based on the following:

- What happened?
- Must the response group be activated or has this already been done?
- Are any other tourist service providers involved in the incident?
- Where did the incident happen?
- Is there a liaison party or member of staff present?
- Does the incident involve injury or death?
- Is there a need to contact family?
- Liaising with the media. Are the media already broadcasting the incident or is it likely that they will do so? It is very important to decide beforehand how communications with the media should be handled and that the company has one spokesman to deal with this.

When an accident or mishap occurs there is often little time to lose, so that the actions required must be smooth, quickly executed and professional. Among the factors which must be kept in mind are the following:

- Minimise the damage by responding immediately and acting to solve the problem.
- Call the response group right away.
- Be honest about the situation right from the start. Bad news becomes even worse if any information is held back. Honesty and credibility is necessary from the very beginning.
- If necessary, seek outside help to assess the situation and provide active aid, an objective opinion often makes all the
- If media meet with silence or *"no comment"*, this will only convey the impression that there is something to hide. If you do not know the answer, ask for a little time to find this.
- Always have a summing up of the situation to hand.
- Follow news coverage and in case of errors contact the reporter in question and ask for correction.
- If a media interview is requested, this must be carefully prepared, the subject

difference.

- Inform everyone connected to you and the incident; cooperating parties, staff, management and other principal interest groups such as Visit Greenland and other.
- If announcements are sent out by the company it is important to exercise due care and attention and keep company responsibility in mind.
- Always tell the truth, take a personal stand and apologise where this is necessary.

discussed with the reporter and, if possible, the script read over.

- "Just between the two of us" is a phrase which only belongs in the movies.
- Be clear and concise and do not use jargon, any kind of humour or indulge in silliness.

8 Snowmobile excursion

The latter example presented here is a safety plan for the company Qamuteralak ApS. It must be clearly stated that this is not an exhaustive plan, rather an idea given to those undertaking the compilation of such a plan in accordance with the material which has been previously laid down. This is a safety plan for a snowmobile tour on the ice cap (duration 2 hours) containing a risk assessment, rules on work procedures, contingency plan and incident report (form). The safety planis reviewed in annually May, more often when necessary, for example if an incident occurs during anexcursion.

8.1 Risk assessment

Compiled by quality control manager 01.06.2024
As can be seen on the accompanying risk assessment, there may not be much risk involved but an accident/incident might have serious consequences.

Risk assessment, example

Risk assessment		
	Date	1 June 2024
	Service/product	**Snowmobile tour on the ice cap**
	Person responsible	Aqqalu Aqqalusen

Risk	Description of risk	Controlling factors	Severity	Likelihood	Risk value	Actions
Blow	Whiplash due to bumpy trip to the top	Rules on work procedures (guide should warn passengers)	1	1	1	No
Blow	Collision between sledges	Rules on work procedures (speed limit, groups)	2	1	2	No
Fall from height	Passenger fell into a crevasse	Contingency plan	3	1	3	Yes
Lost	Passenger became separated from the group	Contingency plan	2	2	4	Yes
Heat or cold	Passenger with hypothermia during the tour	Equipment list – clothing lent	1	1	1	No

Table 11 Actions, example

Actions	Date	1 June 2024
	Service/product	Snowmobile tour on the ice cap
	Person responsible	Aqqalu Aqqalusen

					Risk after incident		
Responsible	**Risk**	**Actions taken to reduce risk**	**Estimated time of completion**	**Status**	**Severity**	**Likelihood**	**Risk value**
AA	Passenger fell into a crevasse	Instruct on following tracks, assess choice of route weekly	1 July 2024	Completed	3	1	3
BB	Passenger became separated from the group	Guide's telecommunications system	15 July 2024	Completed	2	1	2

8.1.1 Rules on work procedures

These rules on work procedures were complied by a quality control manager, a head guide and a guide in December 2023. They contain a list of equipment needed for the trip, a checklist for the guide and general information concerning the operation of the tour.

List of equipment:

- First aid kit
- Mobile phone and telecommunications devices
- Blankets
- Document file for the guide (check list and list of contacts)
- GPS, avalanche transceiver, avalanche probe, shovel
- Mountain rescue equipment for use in crevasse rescue

Check list for tour:

- Remember to take along a list of passengers and their vouchers
- Check all equipment to ensure that this is in good working condition
- Go over the list of equipment
- Confirm the condition of the sledges with the supervisor
- Check the weather forecast
- Check the condition of the snow layers with the danger of avalanches in mind

Check list for the tour:

- Introduce the guide and driver
- Inform the passengers of the main points on the time schedule
- Instruct the group well on how to use the sledges and how to respond in case of accident
- Go over thoroughly how to conduct driving in a group and how to react should one of the passengers be separated from the group.

Demands placed on the guide:

- Guides have completed the a comparable First Aid course from another organization and attend a refresher course.
- The head guide has a minimum experience of two years or 100 working days as a snowmobile guide.
- Must have completed the company's five day course *Snowmobile Guide* (made by Qamuteralak ApS.)

8.1.2 Contingency plan

This contingency plan was compiled by a quality control manager and Aqqalu Aqqalusen specialist.

- Ensure safety at the site of the accident
- Ring 112
- Give details of the location (longitude and latitude)
- Give a clear explanation to the emergency services (112) of conditions at the site and the guide's assessment of what is required to carry out the rescue
- Enlist the help of other staff on the site to attend to the other passengers
- Fill out an incident report

8.1.3 Incident report

On the next pages is an example of a completed incident report. The incident in question is as follows: During the excursion a passenger has become separated from the group. After a short search the guide finds the passenger who had driven over a small overhang. He is taken to hospital in the company vehicle.
The completed incident report is not part of the safety plan and only appears here as an example.

Incident Report

1. General information

2. Personal information – Please note that one form should be used for each person

Seriousness of incident: accident x near accident ____ other ____

Date of incident ~~01.01.24~~ reported by S.S. tour leader A.A. name of tour Sermeq

Place of incident 6 km NE of the nunatag GPS co-ordinates: N 65° 39'32,7'' W 48°58'39,2''

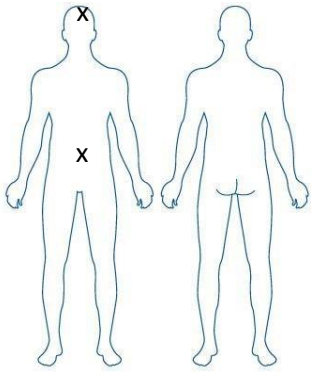
Description of incident A passenger became separated from the group and drove over an overhang on the return journey.

Actions taken by leader Stopped the group and called 112 for assistance – proceeded to look for the passenger

Name of passenger John Doe Tel. no. 123456 email jd@jd.ge.

Description of injury Concussion and abdominal pain

Please indicate the position of the injury on the drawings provided:



Was the person transferred to hospital? yes x no ____

Person involved refused hospital treatment ____

Transported by ambulance? yes ____ no x

Any other type of transport? Company vehicle

Were the police called to the scene? yes x no ____

Other rescue teams involved? None

3. Passengers

Were any other group members in need of trauma support? yes ____ no x

Was trauma support offered? yes ____ no x Passengers decline help ____

Other actions taken concerning passengers none

Witnesses to the accident:

Name overlooked tel. no. ____ email ____ nationality ____

Name ____ tel. no. ____ email ____ nationality ____

Name ____ tel. no. ____ email ____ nationality ____

Name ____ tel. no. ____ email ____ nationality ____

4. Organisation

Were directors of the company notified? Who? Was present
Time of notification _____
Was the insurance company notified about the incident? yes_____ no x

Other details which must be noted

A.A.
Signature of person filing the report

A.A.
Signature of tour leader, if other

Actions taken in the wake of the incident, if any:

Completed incident report, example

9 The compilation of a safety plan for various types of tourist service providers

Below are details of what must be kept in mind while compiling a safety plan for various types of tourist service providers.

9.1 Walking tours in populated areas

Risk assessment
Walks in populated areas are not necessarily a less risky form of recreation than walks in mountain regions, for example. The risks are merely of a different kind, and therefore we must not underestimate the importance of compiling a risk assessment for this activity. Risks which everyone knows, and is able to avoid, in daily life may be forgotten when tour participants forget themselves in their eagerness to hear what guide has to say or take a few steps back to see what is being pointed out.

The following questions constitute examples of points to focus on when writing a risk assessment for this category.

- Does everyone know traffic procedures?
- Are there children present who are liable to run away from the group?
- Does the route include steep steps or slippery pavements?
- Does the group have to cross roads with heavy traffic?
- Are the participants properly equipped?

Rules on work procedures
The first item most likely to appear in the rules on work procedures is a description of the qualifications and competence of guides who are in control of these tours. It is to be assumed that quality service includes requirements of significant knowledge and experience of walking tours with groups in built-up areas. Companies may also require some specialised training, for example courses in first aid or first responder aid.

The guide's checklist, comprising necessary equipment, is also included in rules on work procedures. Examples of equipment are a telephone, first aid kit, guide's identification vest etc. With regard to safety and quality issues it is important to establish criteria of guide:passenger ratios. Similarly, rules on work procedures should include requirements relating to participants' equipment and how those are presented, for example on a web page. Finally, risk assessment may reveal potential dangers which have to be specifically discussed with passengers. This, then, must be included in the rules on work procedures.

Contingency plan
The main advantage of a walk in populated areas is that specialist assistance is seldom far away. Nevertheless, the guide has to tackle the situation and maintain control during the time it takes assistance to reach the

location, and the contingency plan must deal with possible developments in this respect. The main focus must be on the victim(s) of the mishap or accident, but other group members must also be looked after. It is not least in such circumstances that the number of passengers per guide needs to be moderate. The contingency plan must specify whether more staff members are to be called out right away, how to assess the need for trauma support after the incident; a suitable first reaction might be, for example, to meet with the group and have a discussion with them.

Incident report

An incident report must always be completed in case of an accident or serious incident where the consequences could have been worse.

9.2 Walking excursions in sparsely populated areas and the wilderness

Risk assessment

When compiling a risk assessment with regard to walks it is not sufficient that those who conduct the assessment should be knowledgeable on the product, they must also be thoroughly familiar with the area traversed. It is by no means possible to foresee all mishaps which can occur in the Greenlandic natural environment.
The following questions are examples of matters of main concern when compiling a risk assessment in this category. This is only the first step; that is, asking questions in order to chart the likelihood of risk:

- Does the walk proceed along the edges of canyons or inside canyons?
- Does the walk involve fording fast-flowing rivers?
- Does the walk take place in a high-lying mountain region where weather is a matter of particular concern?
- Does the walk involve long distances?
- Is the terrain steeply sloping?
- Does the walk lead through a significant area of loose soil on low ground?
- How far away are the nearest rescue services?
- Other?

Rules on work procedures

The first item most likely to appear in the rules on work procedures is a description of the qualifications and competence of guides who undertake excursions of this type. It is to be assumed that quality service includes requirements of significant knowledge and experience of walking excursions in mountains and highland terrain. The correct training must also be in place, a course in walking tour guiding or a general guiding course, together with various other kinds of training.

A list of equipment is necessary, with respect to both clients and guides. This list might, for example, include a first aid kit, communications equipment such as a VHF station or a satellite phone. Obviously the list would contain a GPS, compass, map and such like.

It would be a recommended procedure to register the ratio of staff members per x number of clients; commonly rules state that in a group of 12-16 two guides are required. The more numerous and challenging the “dangers” indicated by the risk assessment the more stringent is the demand that rules on work procedures be clear and explicit. If, for example, rescue services are far away, so that responding to an emergency will take some time, a company is likely to want to consider the need for two guides as well as tightening a guide’s training requirements and standard of communications equipment for the excursion.

Contingency plan

In this category the contingency plan depends to a large extent on the location of the walk. It obviously places stiffer demands upon the guide to conduct a walking excursion en route to the highland than along the well-marked hiking trail in low land. The occurrence of a mishap, as when a client slips on a walk down a trail, and twists or breaks his ankle, should, for example, be foreseeable with a view to the points above on steep slopes, loose lowland soil and distant rescue services.

Thus, it is necessary that a guide should have the proper training, experience and equipment for such an eventuality.
In this case it needs to be considered how to call for help if, for example, communications equipment is out of order, what alternative routes are available, whether to start by moving injured/sick persons further down to flat ground, whether customers are sent up on the slope to prevent new arrivals from precipitating rock falls etc.

Incident report
This must always be completed in case of any incident. A minor slip one day could become a serious accident later, and by learning from the incident report further accident can be prevented in the same location. In this eventuality one might expect the route to be changed as a result of the incident report, more staff members sent to accompany the excursion or some other measure taken to reduce the risk of the service.

9.3 Skiing excursions outside prepared tracks

Risk assessment

Skiing in mountain regions; that is, outside prepared ski slopes, is probably among the more challenging types of recreation practised in Greenland. The main concern here is the possibility of a significant avalanche risk attached to the skiing areas. A risk assessment will have its main focus on this aspect, although various other threats also have to be considered. Companies offering this kind of recreation generally have competent staff, specially trained in assessing risks on ski routes. Examples of questions relating to the risk assessment would be:

- Is a helicopter used and are there risks relating to entry or exit from it?
- Does skiing take place in the vicinity of canyons or cliffs?
- Do ski routes approach the edges of sea cliffs?
- Do ski routes pass or lie near known areas of avalanche risk?

Rules on work procedures

The rules on work procedures in this category are likely to contain stringent demands regarding guides'education and experience. The prime objective here will be significant experience in mountain skiing and education in the field of avalanche studies.

Rules on work procedures should contain a checklist focusing on travel preparation with regard to weather and local conditions, particularly a few days before the excursion is due to commence. It is to be assumed that in some exceptional cases a guide will have to proceed to the location in advance to carry out a snow profile test, or at least do this at the outset of the excursion. Checklists on required equipment for guide and participants should be included in the rules. Such lists must, among other things, stipulate that each participant must be equipped with an avalanche transceiver, shovel, and avalanche probe. Each guide should even carry an inflatable avalanche rucksack or avalanche lung. Communications equipment, first responder aid kits etc. must be carried on every excursion as a matter of course. Participants must have considerable skiing experience and rules on work procedures should indicate how such requirements are to be communicated to participants. Furthermore, the rules should stipulate the guide:client ratio, as well as containing instructions on how participants are to be briefed on travel arrangements, safety issues and how to respond to any changes in the original itinerary.

Contingency plan

Excursions falling into this category often take place far from rescue services. Thus, highly specialised action may be required in the event of accident since conditions can often be seriously challenging. This lays a heavy obligation on the guide of being able to respond promptly and professionally to any mishap or incident. A carefully prepared contingency plan combined with significant experience should guarantee an appropriate response. The plan must outline the first reaction and the need must be constantly kept in mind to ensure the safety of clients who were not involved in the accident, before launching a rescue operation. The contingency plan must outline how rescue services are to be summoned, how other clients are to be looked after, how the arrival of a specialised rescue team is to be prepared, particularly if the rescue operation involves the use of a helicopter. Furthermore, the contingency plan must stipulate how to arrange the transportation of an injured person or persons, should this be deemed necessary, and how to implement a first response in avalanche search. It may be said, in brief, that this category requires a significantly high standard of contingency plan as well as placing stiff demands upon those who carry out such a plan. Avalanches constitute the main and most

serious danger involved, and in such a situation a prompt and professional response is required since minutes can make a critical difference.

Incident report

An incident report must be completed on every occasion of an accident, a near accident or an incident which later might develop into accident.

9.4 Nature observation (whales, seals, birds, musk oxen, reindeer and other wildlife)

Risk assessment

It is hard, in some respects, to prepare a risk assessment in this category since the location of the service is often determined by the phenomenon to be observed, and this may vary from day to day. Nevertheless, a risk assessment can be compiled with respect to most factors since conditions are most often similar. Thus, seals are generally to be found on the foreshore, whales are observed from a boat/vessel, birds from a boat or from cliff edges, around cliffs etc. Examples of relevant questions might be as follows:

- Are there slippery stairs on board the vessel?
- Are onboard railings too low or dangerous?
- Is access to the shoreline made difficult by slippery boulders or is it possible to find an alternative route?
- Is there a risk of rock falls from bird cliffs?
- How secure are the cliff edges; how close to the edge is it safe to go?
- Can a crowd pose a danger and if so, is it possible to disperse the crowd?
- Other?

Rules on work procedures

Passenger vessels must train their staff at Imarsiornermik Ilinniarfik. Those vessels are carefully supervised by the Danish Maritime Authority and must, among other things, submit safety plans to the Authority where most of the main factors discussed here are dealt with. Rules on work procedures should contain provisions regarding the education and training of staff. In addition, the rules must include equipment lists for both guide and passengers. Such lists must be presented on home pages or at venues where the service is purchased. Among other things, the plan should indicate conditions in which passengers should not be involved; it may be inadvisable, for example to take a group on a seal observation tour unless the tide is high etc. Finally, the plan should specify a staff:client ratio.

Contingency plan

Instructions on how to seek assistance must be among the first items to be found in every contingency plan. The next step is to care for the accident victim(s) as soon as possible, as well as other group members. The next consideration must be whether to send more staff to the scene of the accident. Since this service is in part performed near sea or lakes, the plan must clearly specify how to respond if a client falls into water; for example under what circumstances it is safe to enter the water for rescue purposes and in which cases this cannot be recommended. The safety of staff and other clients must always be ensured to prevent exposure to further danger. This is the fundamental principle of all rescue operations. This category, where recreation oftentakes place near lakes, the sea, cliffs and cliff edges, calls for a particularly well-considered risk assessment;staff must be highly trained and the contingency plan must be a crucial element in this training.

Incident report

An incident report must always be completed, regardless of whether an incident is serious or not. It isimportant to make use of this report to improve services and minimise risks, thus enhancing the quality of the company concerned.

9.5 Historical and cultural tourism

Risk assessment

Services which fall under this category are divided into two main sections. On the one hand, are those which take place in a museum or a centre where an exhibition has been organised, or some other kind of presentation. On the other hand, the service may be mobile, perhaps the clients walk or drive through an area of historical renown. In such cases the risk assessment must be in accordance with categories covering walking or driving excursions. Even though the service is carried out in a museum or museum centre, there may be concealed risks which must be included in a risk assessment. Among questions needing to be asked are the following:

- Are there steep steps on the location, for example when boarding boats, or under other circumstances?
- Are there mobile areas, platforms etc. to provide a more diverse experience?
- Are there balconies with railings which might present a risk?
- Are there ponds, lakes or other circumstances which might involve some risk?
- Are there objects or situations which may shock or frighten, of which people have not been warned?
- Other?

Rules on work procedures

Rules on work procedures must be based on the risk assessment. The location of services and distance from rescue teams and other assistance is highly significant, with regard to the nature of first response and the rules must take this into account. The rules must specify, for example what demands are placed on staff. If the service is local, for example at a museum or centre where specialised rescue facilities are close by, a first aid course, for example, may be sufficient. In the case of a walk, however, a staff member should have completed training in *First Responder Aid*. Thus, rules on work procedures must specify the necessary education and experience of staff, as well as what equipment is to be available or must be taken on an excursion – items of this kind should be in the form of a checklist. It must be indicated, furthermore, how to respond to and assist clients and staff after a mishap.

Contingency plan

The location of the service is of considerable significance when preparing a contingency plan, since the type and quality of the emergency response is a prominent factor when conducting excursions in outlying regions. In such cases staff must be better qualified to take care of injured persons while waiting for a specialised rescue team to reach the location.

Incident report

Must always be completed, however small the incident, since this could prevent an accident on another occasion.

9.6 Shooting and angling

Risk assessment
The unique position of this category can be said to involve the fact that the equipment used here may be life-threatening. It is important, therefore, that the risk assessment should also take into account clients' experience and not only that of the service providers. Among useful questions in the preparation of a risk assessment would be the following:

- Are there canyons, cliffs or steep slopes in the area traversed (shooting)?
- Is there loose soil in low lying areas (shooting)?
- Does the use of the equipment involve risk (shooting)?
- Are there steeply sloping gradients near riverbanks and lake shorelines (angling)?
- Is there stiff current in some places (angling)?
- Are there deep pools which need warning against (angling)?
- Other?

Rules on work procedures
Here the rules must in part be composed with a view to laws and regulations on, for example, the import and handling of firearms. They should, similarly, contain provisions relating to how clients are informed of what they need to do before arriving in Greenland, what they should expect and what equipment they must bring with them. Aspects such as a guide's education, experience and knowledge must of course be in place. Location is likely to be of considerable importance with regard to guides' training and knowledge. A guide on a reindeer hunting excursion has more need of courses like *Trophy preparation* than an angling guide who might make do with a course in *First Responder Aid*. The conclusions of the risk assessment clearly reflect the demands to be placed on staff.

Contingency plan
The location of the service is of considerable significance when preparing a contingency plan in this category, since a variety of circumstances must be taken into account; for example how to respond to a situation where a client falls into a river or lake and is unable to save himself or what to do in the event a shot is fired and someone is hit. First responses to such circumstances are of vital importance as well as available rescue equipment. Communications apparatus for summoning rescue services must always be on hand and fully activein the area concerned.

Incident report
Must always be completed, however small the incident, since this could prevent an accident on another occasion.

9.7 Diving

Risk assessment

Risk assessment in this category must be composed with reference to local conditions, that is, the diving location itself and the equipment used. It must be considered whether weather conditions could affect the diving location, thus constituting a risk. Potential risks caused by local sea currents where the sea/lake is entered must also be kept in mind. The underwater environment must be carefully examined to assess possible risks. Are there for example points of narrow or restricted passage, or other hindrances which may cause danger. As in many other categories, it is important to assess potential risks from the perspective of the inexperienced participant. Questions to be considered, among others, could be for example the following:

- Are there slippery banks or edges?
- Are there narrow passageways or other restrictions which may constitute a danger to divers?
- Is there equipment which could easily be misapplied?
- Could water or sea temperatures be a source of danger?
- If boats are used, could their equipment cause danger?
- Other?

Rules on work procedures

It will be easily understood that the rules on work procedures in this group have to be extremely thorough and well known to all staff members. In addition to items covered in the risk assessment, rules on work procedures must stipulate the education and experience of staff. A specific number of dives might be required, for example, qualifications such as *PADI Divemaster* and *PADI Instructor*, as well as a *First Responder Aid* course. In addition, rules on work procedures must specify staff:client ratios as well as the circumstances in which a tour operator is to cancel an excursion. Furthermore, the rules should include guidelines as to how a so-called “buddy system” is to be set up among participants. The rules should suggest that if participants are anxious, they should keep closer to the guides etc. Rules on work procedures must contain checklists on equipment and how it should be monitored. Furthermore, it is important to obtain information from clients regarding their physical condition and state of health. Finally, the rules must provide guidelines as to how participants are instructed in connection with the diving process itself.

Contingency plan

In this category it is necessary to distinguish between an underwater response to an emergency and responding above the surface. Beneath the surface, prompt and decisive reactions are required in which staff must have received thorough training. The first response here may determine the difference between life and death. It has to be clearly defined which staff members are to respond to an emergency and which group takescare of other participants. It must also be stipulated in which cases safety divers are available and how they areto respond. Specialised assistance must be summoned without delay and if there are staff members on shore this will be their function. Clear procedures must exist for bringing participants to the surface from a dive and for related actions. In such cases, education and training is of significant value; the *PADI* courses, for example, deal thoroughly with safety related matters.

Incident report

As in other categories a report must be compiled for each and every incident and processed within the company. This improves the quality of services and minimizes risks of mishaps at a later date.

9.8 Qajaq and canoe (sea, lakes)

Risk assessment

In this category, staff must be thoroughly familiar with conditions in the areas to be navigated. The routes and areas in question have to be navigated and explored when the assessment is being carried out. Potential dangers have to be considered from the perspective of the novice, that is, the prospective client. The assessment must be based on the area, the equipment and the participants. It must be kept in mind that conditions on sailing routes vary according to weather, and weather conditions can have a stronger impact here, within a short time, than in many other categories. Among questions to be asked could be the following, for example:

- Are there potential risks within the boats themselves?
- Can the position of participants in the boats cause danger, for example with regard to oars?
- Does the route pass through locations of particular difficulty, for example with regard to currents?
- Can participants' physical condition be a source of danger?
- Other?

Rules on work procedures

The rules on work procedures deal with the results of the risk assessment. Rules in this category must contain checklists relating to the equipment of guides and clients. Participants must be instructed in the use of equipment before setting off on an excursion. This can be done on a company's home page, for example. The rules must also specify the guide:participant ratio, whether a safety motorboat is to be available or accompany the excursion and whether there are to be staff members on shore. Educational qualifications are usually outlined in rules on work procedures and it is an expected requirement that most staff members should have completed a course in *First Responder Aid* with a special emphasis on how to deal with hypothermia.
Rules on work procedures also stipulate instruction for clients and guidelines on how they should respond to an incident.

Contingency plan

First response is of crucial importance in this category. It must be made clear which staff members are to assist clients and how rescue is planned and implemented. Assistance must be summoned without delay and it should be kept in mind that such a request can be cancelled if things turn out better than anticipated at first. Rescue equipment must be readily available and familiar to all staff. The plan must specify how to assist other participants and staff members in the wake of an accident.

Incident report

An incident report must be completed on every occasion of an incident, a mishap or "a near mishap". Processing the report within the company adds to the quality of service and may prevent an accident at a later date.

9.9 Cycling

Risk assessment

Cycling conditions are highly significant in this respect, especially the type of ground traversed. Thus, a risk assessment must always be conducted with respect to the cycling route taken on each occasion. Potential dangers are to be considered from the participants' perspective. Among questions which may be relevant here are the following:

- Are there slopes of which cyclists should be particularly warned?
- Is there loose gravel or other conditions which might cause a mishap?
- Does the route lead through woodland tracks where branches or roots may expose cyclists to danger?
- Does the cycling take place in traffic conditions, thus requiring particular caution?
- Does the cycling route cross rivers?
- Other?

Rules on work procedures

As always, certain aspects of the risk assessment are relevant to rules on work procedures. The rules must also stipulate the required staff qualifications and experience, for example courses such as *First responder Aid*.
Cycling excursions can be divided into three categories, including the demands to be placed upon guides in each category:

- Cycling excursions in highland and in wilderness regions
- Cycling excursions in sparsely populated areas
- Cycling tours in populated areas

Rules on work procedures must include a checklist of a guide's equipment, as well as that of participants who have to be informed of the equipment they need well in advance of departure, for example on a home page or in some other manner. Staff:participant ratios must also be included in the rules.

Contingency plan

The location of a service has a strong impact on the preparation of a contingency plan. One of the first considerations, however, is to summon assistance if this is thought to be necessary; the request can always be cancelled. The next would be to secure the general safety of those on location and take good care of the accident victim(s). A contingency plan must provide some indication as to whether and under what circumstances an excursion is to be abandoned, as well as how to assist other participants if needed. In addition there must be instructions indicating how to contact company management and close relatives of participants.

Incident report

An incident report must be completed on every occasion of an incident, a mishap or "a near mishap". Processing the report within the company enhances the quality of services and may prevent an accident at a later date.