SAFETY PLAN FOR TOURISM

Guidelines and examples

VAKINN 2013

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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 Iceland'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 analysed 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 minimise 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.

As shown above, most or all front-line staff members must participate in the compilation of a safety programme. This applies in equal measure to the preparation, compilation, introduction and implementation, as well as reviews of the safety plan. The process is shown in Fig. 1 along with data found in VAKINN, relevant to categories concerned.

1.1 Guidelines on safety issues

In 2013 the Icelandic Tourist Board published rules on safety issues for tourist service providers who offer leisure tours, i.e. travel agencies and tour organisers. These rules are compiled by a team comprising representatives from the Icelandic Tourist Board, ICE-SAR (the Icelandic Association for Search and Rescue) the Icelandic Travel and Industry Association, and the Iceland Tourist Guide Association. The purpose of the rules is, among other things, to instruct tourist providers so that they will be better able to meet the increasing demands placed upon differing types of tours. The guidelines are in step with VAKINN requirements, but the tour categories are more detailed in the guidelines. It is pointed out that the guidelines should be used as supplementary material with reference to the education and ability criteria of guides. For more information see: www.ferdamalastofa.is, sub-category permits and legislation/ laws and regulations.

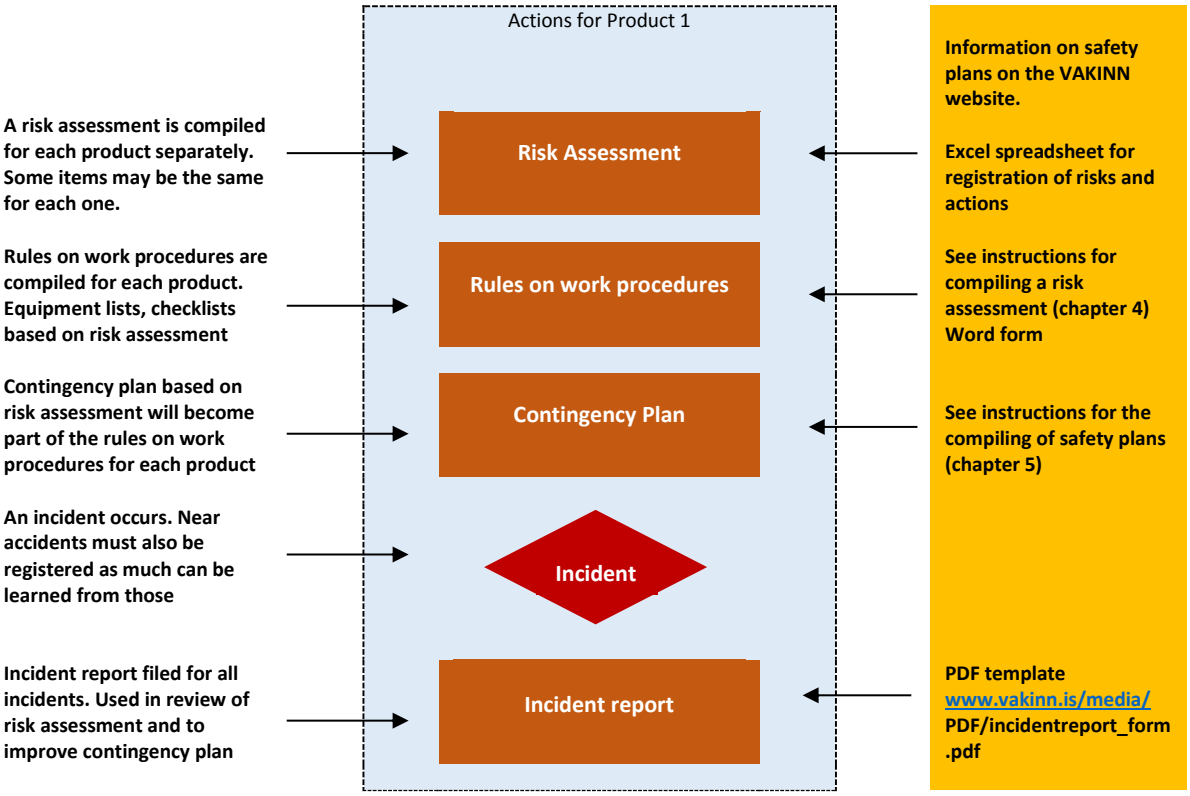


Fig. 1 Risk assessment process

In 2013 the Icelandic Tourist Board published guidelines on safety issues for tourist service providers who offer leisure tours, i.e. travel agency and tour organisers. These guidelines are compiled by a team comprising representatives from the Icelandic Travel Agency, ICE-SAR (the Icelandic Association for Search and Rescue) the Icelandic Travel and Industry Association, and the Iceland Tourist Guide Association. The purpose of these guidelines, among other things, to instruct tourist providers so that they will be better able to meet the increasing safety demands placed upon differing types of tours. The guidelines are in step with VAKINN requirements, but the tour categories are more detailed in the guidelines. It is pointed out that the guidelines should be used as supplementary material with reference to the education and ability criteria of guides. For more information see: www.ferdamalastofa.is, sub-category permits and legislation/ laws and regulations.

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. In addition, these categories are arranged according to VAKINN specific risk criteria.
Legislators, the government, VAKINN, the Icelandic Travel Agency and other parties who set down rules or engage in the supervision of tourist services can use these criteria to place appropriate demands according to risk involved.
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.	Horse 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.	Diving, rafting, glacier tours, caving

2.2 VAKINN tourist service categories

Table 2 VAKINN tourist service categories

Tourist service categories	Risk categories
100 Accommodation	I
201 Walks in populated areas	I
202 Walks and excursions in sparsely populated areas and in the highland	II, III in winter
203 Walking excursions on glaciers and mountains	II, III if climbing or on a glacier or in winter
204 Ski tours in mountain regions	III
205 Jeep tours	II, III if on a glacier or in winter
206 Snowmobile tours	II, III if on a glacier or in winter
207 ATV tours	II, III if on a glacier or in winter
208 Nature tours (whales, birds, seals, foxes etc.)	II
209 Caving	III
210 Horse rentals	II
211 Travel agencies	II
212 Health tourism	II
213 History and culture tourism	I
214 Hunting and angling	II
215 Sea angling	II
216 Diving and snorkelling	III
217 River rafting	III
218 Kayaking	III
219 Car rentals	II
220 Buses and coaches	II
221 Golf	I
222 Information centres	I
223 Cycling tours	II
224 Catering	I

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 (see fig. 1).
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.

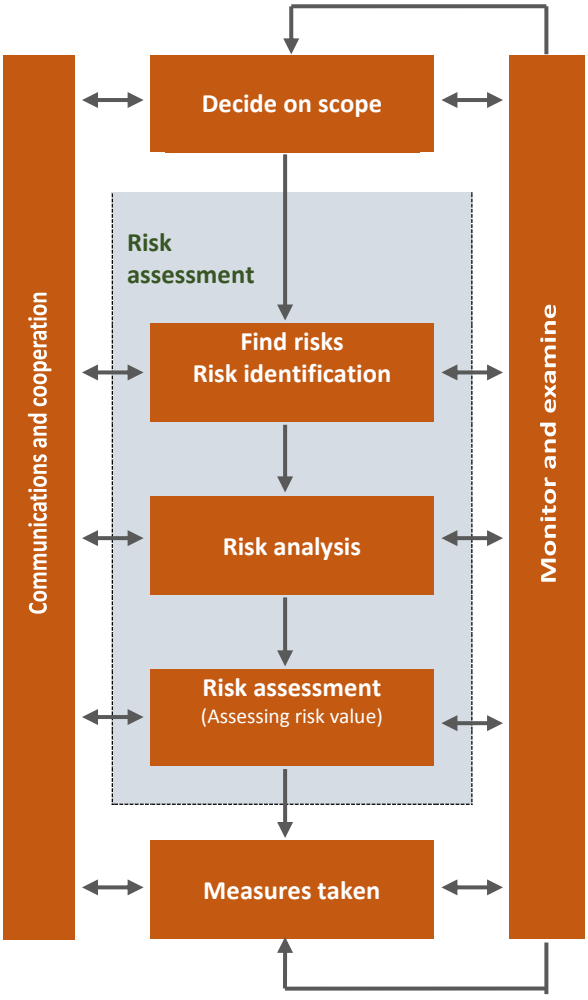
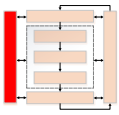


Fig. 2 Overview of risk management and the compilation of risk assessment

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



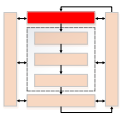
Risk assessment is based on knowledge of: measures taken, clients, services provided and the risks involved. It is important to harness this knowledge and wherever possible to examine it from many angles. Information must flow unhindered between staff and it is imperative to choose well and carefully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

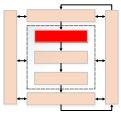
Table 5 Compact risk assessment

Compact risk assessment					
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

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)



On the websites of VAKINN and the Icelandic Tourist Board, a flow chart provides information on risk assessment and measures implemented in connection with methods used here (see appendix).
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.

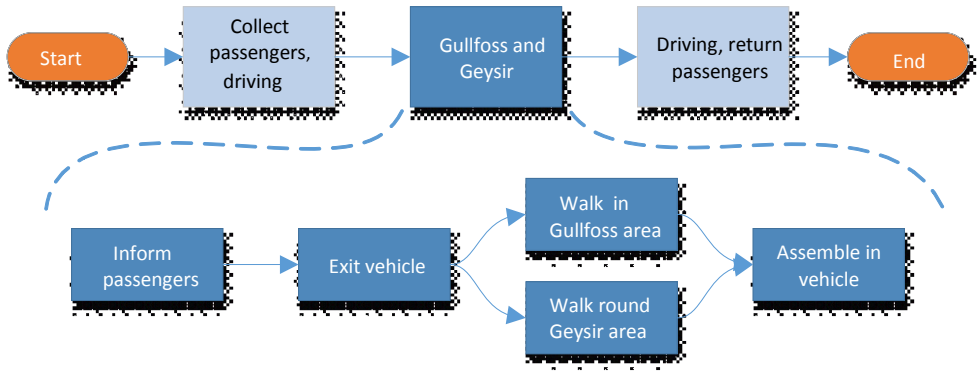


Fig. 3 Example of the breakdown of company data

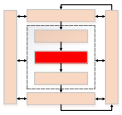
For repeated steps it is unnecessary to give a comprehensive analysis, but try, rather, to gain an understanding about any deviation from the norm. In the example above there could, for instance, be a huge difference in the condition of car parks depending on their location or the time of year. For each section of tourist services the possibility of accidents occurring is closely examined and also who might 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 “Burns when stepping into a hot spring by Geysir”. The risk to be examined here is “heat or cold”.

Risk	Risk description
Heat or cold	Burns when stepping into a hot spring by Geysir. 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 the frequency 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.

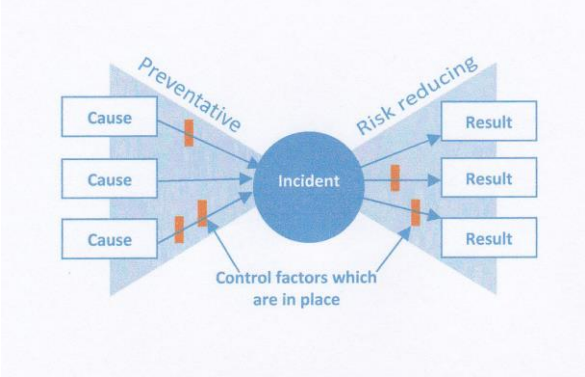


Fig. 4 Preventative and risk reducing measures

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 “burns when stepping into a hot spring by Geysir”. 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

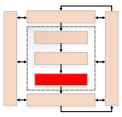
Likelihood:

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 VAKINN and Icelandic Tourist Board 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					
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

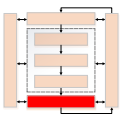
According to the compact risk assessment the risk is in the yellow field.

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 Gullfoss if travelling to this 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 VAKINN and Icelandic Tourist Board's 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. (See appendix)
In the example we examined concerning Geysir it is decided that the guide provides information in the native language of the passengers on the way to Haukadalur. 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:

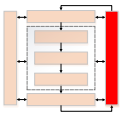
Responsibility	Risk	Measures to decrease risk
A-Z	Burns when stepping into a hot spring	Passengers are provided with information before they leave the coach

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.

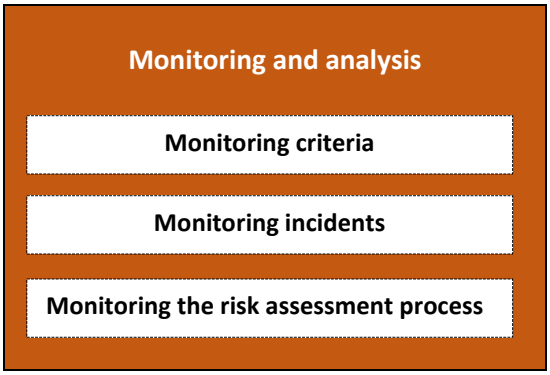


Fig. 5 Monitoring and analysis

Here common sense is required to assess how extensive the changes required should be. For example, the Icelandic 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. In the VAKINN help data “conditions and equipment” you will find, among other items, suggestions for lists of appropriate equipment for various types of tour.
- **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 in Iceland, 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 before setting 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. In this connection it is important to familiarise oneself with Safety Guidelines for travel agencies and tour operators and the VAKINN specific criteria. 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 horseback on a trek.
- 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 horse hire company 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:

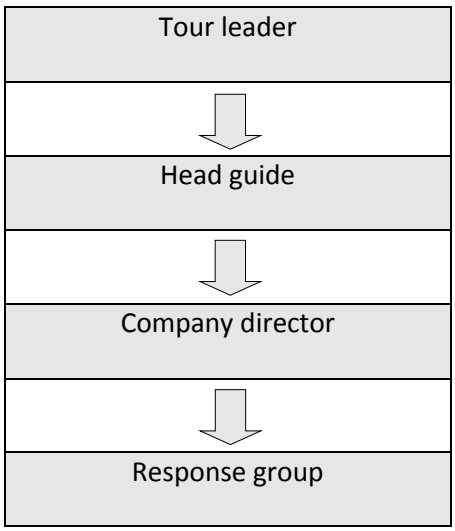


Fig. 6 Example of lines of communication

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

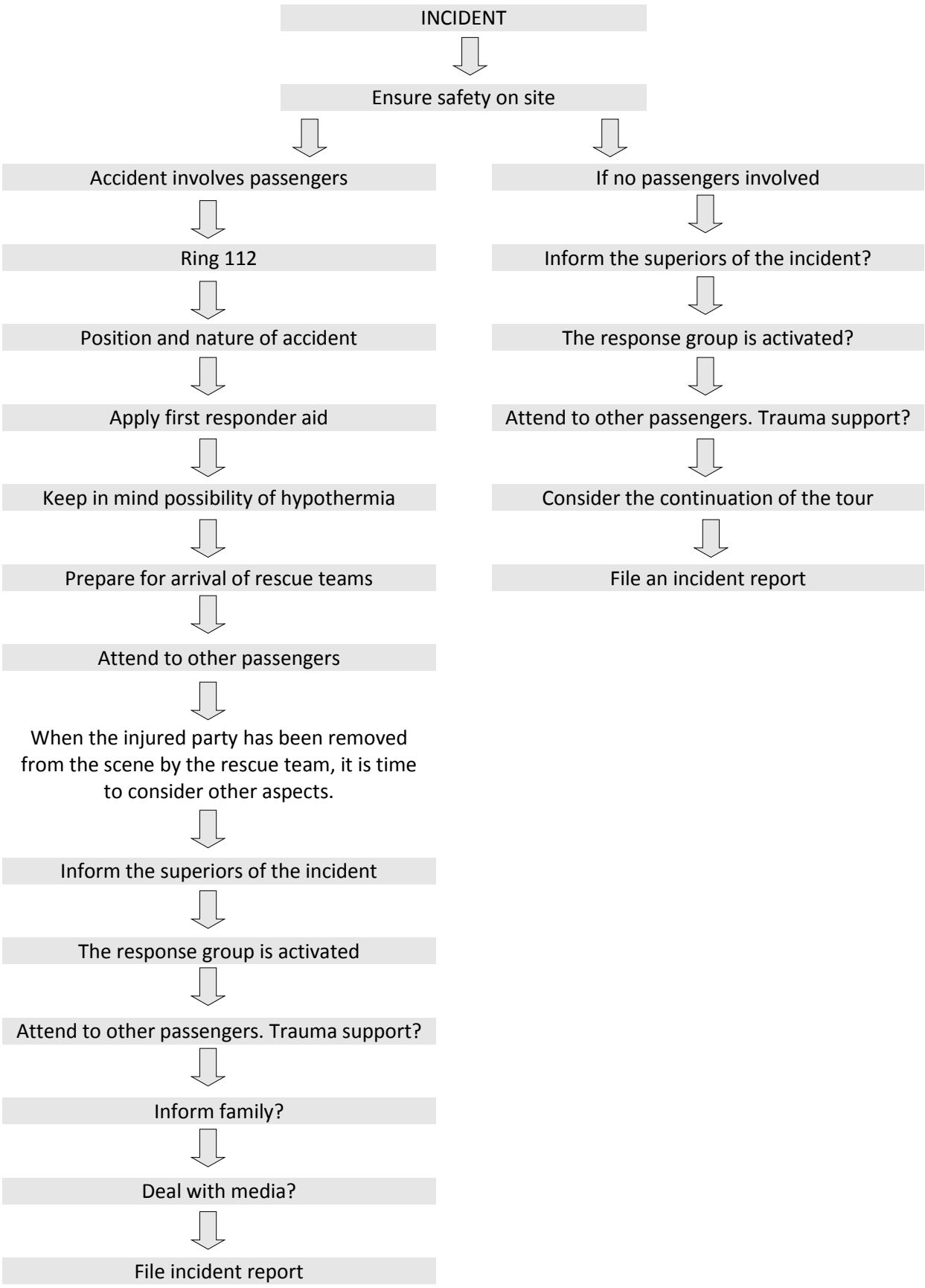


Fig. 7 Graphic contingency plan

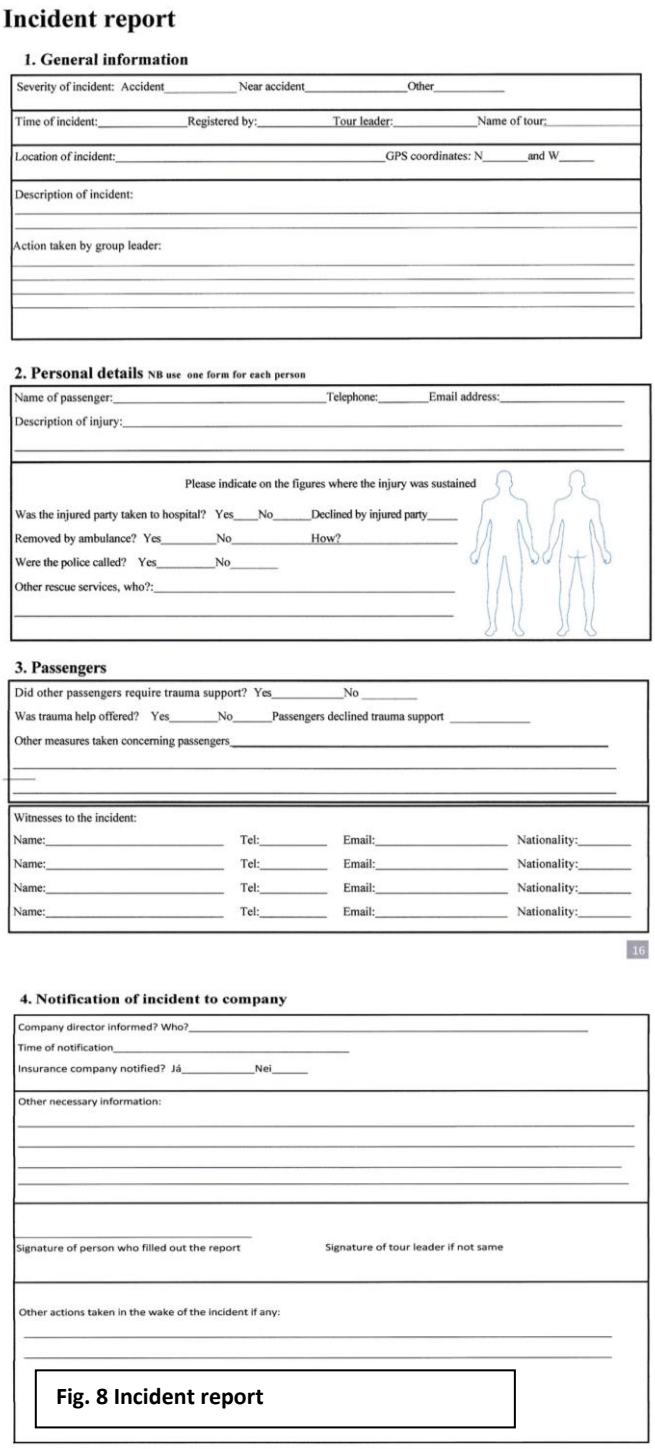
5.2 Example of a written contingency plan

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 will attend 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, near accidents 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 more serious 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 quality and safety factors.

The form is in PDF format and can be found on the VAKINN and Icelandic Tourist Board 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 which is attached here, 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 to register 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 the Icelandic Tourist Board 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 Examples of safety plans

Here below are examples of safety plans for tours organised by two tourist service providers. It should be noted that these are not fully fledged plans, rather are they ideas which may be useful to those persons proposing to compile such plans in accordance with material which has previously been outlined.

8.1 Tour to Gullfoss and Geysir

The first safety plan is for a tour to Gullfoss and Geyser; risk assessment, rules on work procedures, contingency plan and incident report.

8.1.1 Risk assessment

Compiled by Jón Jónsson, quality control manager 01.06.2013. As can be seen in the following risk assessment, the risks are not many, mostly falls on steps or into gorges, which, however, could certainly be serious.

Table 8 Risk assessment example 1

Risk assessment		
	Date	1 June 2013
	Service/product	**Gullfoss and Geysir**
	Person responsible	Jón Jónsson

Risk	Description of risk	Controlling factors	Severity	Likelihood	Risk value	Actions
Blow	Car seatbelt not used in coach	None	3	1	3	Yes
Fall from height	Fell on step of coach	None	2	1	2	No
Fall on level ground	Fell on path	Rules on work procedures	1	2	2	No
Fall on level ground	Fell on steps	Rules on work procedures	2	1	2	No
Fall from height	Fell on cliffs by waterfall	Safely markings in area, rules on work procedures	3	1	3	No
Heat or cold	Burns when stepping into a hot spring by Geysir	Fences and markings in the area	2	2	4	Yes

In two instances it was deemed necessary to take remedial action:

Actions	Date	1 June 2013
	Service/product	Gullfoss and Geysir
	Person responsible	Jón Jónsson

					Risk after measures taken		
Responsible	**Risk**	**Actions taken to reduce risk**	**Estimated time of completion**	**Status**	**Severity**	**Likelihood**	**Risk value**
JJ	Car seatbelt not used in coach	Guide checks before tour	15 June 2013	Completed	3	1	3
JJ	Burns when stepping into a hot spring by Geysir	Passengers provided with instructions before leaving coach	1 July 2013	Completed	2	1	2

Table 9 Action, example 1

8.1.2 Rules on work procedures

These rules on work procedures were compiled at the end of may 2013 by a quality control manager, a chief guide and a guide. These include a list of equipment for the tour, a checklist for the guide and general items relating to the tour.

List of equipment:

- First aid kit
- Mobile telephone
- Blankets
- A file for the guide (check lists, contact information, incident report forms)

Check list for the journey:

- Remember to take the passenger list and vouchers
- Check that the mobile phone if fully charged
- Go over the list of equipment
- Confirm the condition of the coach with the driver

Check list while tour progresses:

- Introduce the guide and driver and give information about the tour itself
- Remind passengers to use seat belts
- Inform the passengers of the main points on the time schedule
- On arrival at each stopping place, tell the passengers how long the stop will be
- On arrival at the stopping place the passengers are informed on the main risks involved e.g. steps, slippery footpaths, cliffs and hot springs

Guide must have completed the following courses:

- First responder 1 (ICE-SAR)
- Safety on tours (held by the company itself)

8.1.3 Contingency plan

This contingency plan was compiled by a quality control manager and Jónatan Jónatansson, specialist. See also example of graphic contingency plan.

- Ensure safety at the site of accident
- Ring 112
- Give details on location and in what part of the area around Gullfoss the accident took place, give directions on how to access buildings and parking area.
- Send a passenger to look for the site warden to enlist her/his help
- Send a passenger to find the driver – put him in charge of the other passengers – collect them together at the restaurant and offer them refreshments
- Fill out the incident report

8.1.4 Incident report

On the next few pages are examples of a completed incident report. The incident in question happened when someone fell on the steps leading from the upper car park to the lower. These completed incident reports are not a part of the actual safety plan but are included here as examples.

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 20.07.11 reported by S.S. tour leader J.J name of tour Gullfoss

Place of incident Steps from upper car park GPS co-ordinates: N _____ and W _____

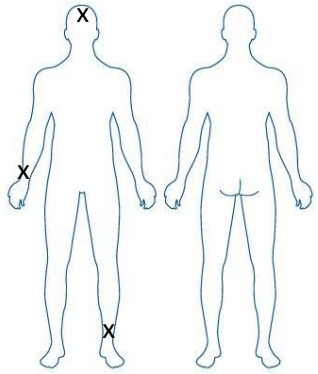
Description of incident The woman fell on the steps and rolled down 3-4 steps

Actions taken by leader Instructed driver to look after passengers
Took charge of operation and called emergency tel. no. 112. Called out a nature warden.

Name of passenger Jóna Jónsdóttir Tel. no. 123456 email jona@jonaj.is

Description of injury_ Injury to ankle, concussion? Broken arm

Please indicate the position of injuries on the drawings provided:



Was the person transferred to hospital? yes x no _____

Person involved refused hospital treatment _____

Transported by ambulance? yes x no _____

Any other type of transport? _____

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

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 x no _____ Passengers decline help x

Other actions taken concerning passengers refreshments were offered

Witnesses to the accident:

Name	John Doe	tel. no.	123456	email	jd@jd.is	nationality	German
Name	Johanna Doe	tel. no.	123456	email	"-"	nationality	"-"
Name		tel. no.		email		nationality	
Name		tel. no.		email		nationality	

4. Organisation

Were directors of the company notified? Who? The managing director

Time of notification 14:30

Was the insurance company notified about the incident? yes x no _____

Other details which must be noted

Signature of person filing the report

Signature of tour leader, if other

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

Impress even more on the passengers that they must go carefully when on tours. See rules on work procedures

Fig. 9 Completed incident report, example 1

8.2 Snowmobile excursion

The latter example presented here is a safety plan for the company Sleðaferðir ehf. (Sledging Tours) 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 a glacier (duration 2 hours) containing a risk assessment, rules on work procedures, contingency plan and incident report (form). The safety plan is reviewed in annually May, more often when necessary, for example if an incident occurs during an excursion.

8.2.1 Risk assessment

Compiled by quality control manager 01.06.2013

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

Table 10 Risk assessment, example 2

Risk assessment	**Date**	1 June 2013
	Service/product	**Snowmobile tour on a glacier**
	Person responsible	Jón Jónsson

Risk	Description of risk	Controlling factors	Severity	Likelihood	Risk value	Actions
Blow	Whiplash due to bumpy trip to the hut	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 2

Actions	Date	1 June 2013
	Service/product	Snowmobile tour on a glacier
	Person responsible	Jón Jónsson

					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 2013	Completed	3	1	3
BB	Passenger became separated from the group	Guide's telecommunications system	15 July 2013	Completed	2	1	2

8.2.2 Rules on work procedures

These rules on work procedures were complied by a quality control manager, a head guide and a guide in December 2012. 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:

- Guide must have completed the courses *Wilderness First Responder* (WFR), *Navigation* and *Crevasse Rescue* which fulfil VAKINN demands. It is also advisable to have completed the course *Avalanche 1*, *Mountaineering 1* and *Snowmobile Driver 1* (ICE-SAR).
- Must have completed the five day course *Snowmobile Guide* (with Sleðaferðir ehf.)

8.2.3 Contingency plan

This contingency plan was compiled by a quality control manager and Jónatan Jónatansson specialist. See also the example of a graphic contingency plan.

- 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

8.2.4 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 01.01.13 reported by S.S. tour leader J.J name of tour Glacier

Place of incident 6 km NE of the mountain hut GPS co-ordinates: N 64° 15.5' W 21°15.5'

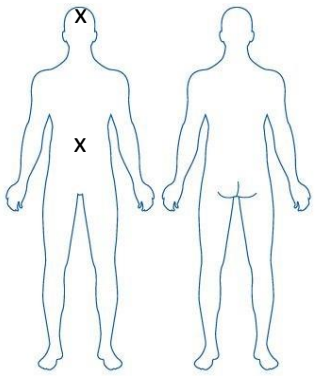
Description of incident A passenger became separated from the group and drove over an overhang on the return journey.

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 _____ no x

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

J.J
Signature of person filing the report

J.J.
Signature of tour leader, if other

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

Fig. 10 Completed incident report, example 2

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, especially those who are used to driving on the left hand side of the road as is done in the United Kingdom?
- 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. Article 8 of Safety Guidelines for travel agencies and tour operators, divides walking excursions into five categories, including the demands to be placed upon guides in each category:

- Walking excursions on glaciers
- Walking excursions on glaciers and in difficult mountain terrain
- Walking excursions in highland and wilderness regions
- Walking tours in sparsely populated areas
- Walking tours in populated areas

See also the VAKINN specific criteria.

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 Icelandic 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. Article 8.1 of Safety Guidelines for travel agencies and tour operators divides walking excursions into five categories, including the demands to be placed upon guides in each category.

- Walking excursions on glaciers
- Walking excursions on glaciers and in difficult mountain terrain
- Walking excursions in highland and wilderness regions
- Walking tours in sparsely populated areas
- Walking tours in populated areas

See also the VAKINN specific criteria.

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 Tetra, 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 Askja in the highland than along the southern part of the popular Laugavegur hiking trail. The occurrence of a mishap, as when a client slips on a walk down Jökultunga on the Laugavegur 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 Walking excursions on glaciers (hard ice)

Risk assessment

When assessing a service in this category, the route taken must be carefully considered, for the risk assessment will be unreliable unless clients are taken on a similar route on each occasion. Changing the route may introduce dangers not covered by the assessment and thus clients are exposed to unnecessary risks. Staff may have the experience and knowledge needed to deal with such route alterations, however.
The following questions might be asked with regard to risk assessment in this category:

- Are there crevasses or sinks which clients need to be warned of?
- Are there steep slopes on the route where clients must be given special consideration?
- Is the equipment, for example walking spikes, the easiest/most suitable for excursions of this kind?
- Is the route close to steep slopes where rock falls or landslides might be expected?
- Is the route close to cliffs?
- Other?

Rules on work procedures

As for excursions in this category, it is to be expected that a sizeable portion of rules on work procedures will deal with how safety factors are introduced to the client before setting off on a walking excursion. Thus, rules on work procedures should describe how members of staff demonstrate to the client how to use walking spikes, how to react if someone falls, how important it is to keep close to the guide and act on his instructions etc.
The rules should also indicate what type of equipment is to accompany the excursion, such as gear for crevasse rescue, telecommunications equipment, first responder aid kit etc. The education and experience of staff must also be specified and it is a matter of course that staff members must be thoroughly experienced in glacier travel (climbing) and peer and crevasse rescue. In addition, they must be experienced in travelling with clients across glaciers, especially in how to guide clients in such a manner that they feel as safe as possible. It must be seen as a significant advantage to have completed a course in mountain guiding or a similar training programme. Article 8.1 of Safety Guidelines for travel agencies and tour operators divides walking excursions into five categories, including the demands to be placed upon guides in each category:

- Walking excursions on glaciers
- Walking excursions on glaciers and in difficult mountain terrain
- Walking excursions in highland and wilderness regions
- Walking tours in sparsely populated areas
- Walking tours in populated areas

See also the VAKINN specific criteria

It is of critical importance to establish criteria of guide:customer ratios.

Contingency plan

So far this type of recreation is only practised on few glaciers, particularly Svínafellsjökull and Sólheimajökull, both of which are eminently suitable for excursions of this kind, since roads and rescue services are close. The contingency plan must stipulate how rescue is to be carried out in case of mishap. Should external rescue be summoned or is enough manpower and knowledge available on location to deal the problem at hand? How are others in the group going to be assisted? Which routes across the glacier are passable/most suitable for transporting the accident victim? Where is it possible to land a helicopter in case of a serious accident? Can vehicles be involved in some manner – and other issues of a similar kind.

Incident report

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.

9.4 Walking excursions on glaciers and in difficult mountain terrain

Risk assessment

As in the previous category, it is important to compile a risk assessment for each route/excursion. In the event of a significant change in the route, the risk assessment becomes less relevant and clients may be exposed to unnecessary dangers. Pertinent questions here are, among others:

- Does the excursion traverse a crevasse area?
- Is daily travel of a suitable length and duration?
- Are there known foul weather spots along the route?
- Does the excursion take place during the ideal time of year on each occasion?
- Is there avalanche risk?
- Is travel conducted during the best time of day?
- Other?

Rules on work procedures

As always, results from the risk assessment are used to design rules on work procedures. Staff members must have solid experience and knowledge; they must, for example be well seasoned in excursions on and across glaciers at all times of year. A course in mountain guiding is an advantage as are other types of guide training, as well as courses such as *Mountaineering, GPS, Avalanche Search, Wilderness First Responder (WFR), Tourism* and *Navigation*, to name a few examples. Article 8.1 of Safety Guidelines for travel agencies and tour operators divides walking excursions into five categories, including the demands to be placed upon guides in each category:

- Walking excursions on glaciers
- Walking excursions on glaciers and in difficult mountain terrain
- Walking excursions in highland and wilderness regions
- Walking tours in sparsely populated areas
- Walking tours in populated areas

See also the VAKINN specific criteria

In this kind of service, rules on work procedures must provide clients with information regarding their equipment and required competence. The rules must also cover the guide's equipment, for example crevasse rescue gear, lines and belts, first responder aid kits and communications and navigation apparatus. It is important to prepare reliable checklists for the purpose of verifying the equipment to be used by a group or individuals, and even food supplies for the excursion. The rules on work procedures must also contain checklists of aspects to be monitored before setting off, for example weather forecasts, local conditions etc.

Contingency plan

The hardest part of the contingency plan probably involves distance to rescue services, especially in rough weather conditions. This places additional demands on staff who must possess the knowledge and experience needed to take care of clients who have suffered an accident during a long wait for assistance. The contingency plan must also deal with how the company supports the group in the event of a person or persons suffering an accident and having to be transported away, while the remainder of the group continue their journey. This both applies to the journey itself and the period after its completion. Most probably a company would also wish to include in its contingency plan criteria as to how serious an accident has to be for a group to terminate an excursion and return to base on its own, or seek assistance, provided such criteria can at all be determined.

Incident report

This must always be completed. In this kind of service, however, it should be kept in mind that incidents occurring in relation to choice of route and circumstances are likely to be particularly well suited for future learning.

9.5 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 Iceland. 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 and guides should have completed courses such as *Avalanche Search* and *Wilderness First Responder* (WFR). Article 8.2 of Safety Guidelines for travel agencies and tour operators divides skiing excursions into two categories, including the demands to be placed upon guides in each category:

- Skiing excursions on ski slopes/prepared tracks
- Skiing excursions outside prepared tracks

See also the VAKINN specific criteria.

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.

9.6 Nature observation (whales, seals, birds, foxes 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 the Maritime Safety and Survival Training Centre ICE-SAR. Those vessels are carefully supervised by the Icelandic Maritime Administration and must, among other things, submit safety plans to the Administration 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. See for example the VAKINN specific criteria. 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 often takes 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 is important to make use of this report to improve services and minimise risks, thus enhancing the quality of the company concerned.

9.7 Excursions on snowmobiles, quads, jeeps and motorbikes

Risk assessment

Wherever possible, the risk assessment must deal with the route taken on each occasion. Generally, the same routes are taken in organised quad excursions and even when using other vehicles, so this provision should not be too hard to comply with. In cases, however, when routes differ, a risk assessment has to be carried out in as precise a manner as possible. A few points should be kept in mind to facilitate this work, for example by pointing out desirable or undesirable tracks and roads.
Questions to be asked when assessing risks in this category are for example:

- Do all participants hold driving permits for the vehicles in question?
- Are participants experienced drivers of those vehicles?
- Does the route traverse crevasse fields (snowmobiles, jeeps)?
- Do participants know how to react if they lose contact with the group?
- Are the vehicles fitted with the appropriate equipment (two way radio, thermal protective aid, emergency flares etc.)?
- Have local conditions been examined, for example with regard to avalanche risk?
- Is there sufficient safety equipment for the entire group?
- Are there slopes, overhangs or other features that may cause danger?
- Are excursion leaders familiar with road conditions and weather forecast?
- Other?

Rules on work procedures

It may be difficult to transfer information to anticipated participants, but this is nevertheless necessary since their equipment, clothing first and foremost, is of vital importance in case of mishap. This information can be published on a company's home page and clients emailed if possible. The first item companies in this category would probably want to see in their rules on work procedures is an examination of conditions in the area, for example weather forecasts, avalanche risk assessment, condition of crevasse fields etc.
The guide's equipment should be outlined, possibly in the form of a checklist. The education and training of staff is also highly important to ensure quality.
Article 8.3 of Safety Guidelines for travel agencies and tour operators divides driving excursions into four categories, including the demands to be placed upon guides in each category:

- Driving excursions on glaciers in summer and winter and in the wilderness in wintertime
- Driving excursions in highland and wilderness areas in summer
- Driving excursions in sparsely populated areas
- Driving excursions in populated areas

Rules on work procedures should also refer to aspects such as distance between jeeps or snowmobiles when driving on a glacier, distance between quads on a gravel road and the guide:client ratio.
Equipment in and on vehicles should be covered in the rules, as well as how clients are taught to use the equipment and, as a matter of course, the vehicles themselves, some of which are so powerful that on dangerous roads or tracks careless handling can easily lead to accident. Rules on work procedures should take this into consideration and provide clear and detailed instructions.
It should be kept in mind, furthermore, if the vehicles are hired out and clients travel independently, that it may be advisable to point out suitable routes or tracks and warn against others which must be avoided. The staff:client ratio must also be indicated here.

Contingency plan

Excursions in this category may be expected to take place far away from populated areas, a fact which must be taken into account when compiling a contingency plan. This also places upon staff the requirement that they must to be able to act independently and provide accident victims with first responder aid until a rescue party

arrives. The plan must state explicitly how mishaps are best handled, in which cases the group itself can handle the situation and under what circumstances external help has to be sought. It must be kept in mind, in this connection, that the accident victim must always be given the benefit of the doubt; that is to say, if there is uncertainty as to his or her condition, external rescue should be summoned. The request can be subsequently withdrawn if the situation turns out to be less serious than it was thought to be initially. There must be clear instructions on the best available response in the event that assistance cannot be summoned by means of available communications equipment. The instructions must also cover how other participants are to be taken care of.

Incident report

It should be made clear that this category adds one type of incident which does not belong elsewhere and is related to the use of vehicles. As always, an incident report must be completed in the case of a mishap, or “near mishap”. Doing this could prevent an accident in the future.

9.8 Information centres

Risk assessment

At first sight it may appear somewhat odd that a information centre should need to have a safety plan in place; this, however, is less strange than it may seem. It makes good sense for all workplaces to prepare a plan of this kind, whether it is an office, shop or something totally different. This is because a safety plan is also concerned with aspects of staff safety, not merely that of clients.
When a risk assessment is compiled for a information centre, the process is the same as in the case of a glacier excursion, for example, although it is most likely that fewer potential risks will present themselves. Questions to be asked might be as follows:

- What are the car parks like?
- Are there “blind” spots when a coach enters the car park?
- Are toilets in proper working order – hot water markings?
- Are there cables on the floor?
- Are brochure racks securely fastened?
- Do the tourist operators referred to have proper safety measures and valid permits in place?
- Other?

Rules on work procedures

It is important, as always, to use the risk assessment as an aid when compiling rules on work procedures. Those rules could contain a list of parties whose safety matters and permits are in proper order; those would be the companies recommended by the centre, and whose services it sells. A checklist could be prepared, certain aspects of which would be monitored daily or weekly, such as loose cables, whether all light bulbs in the car park are working etc. The rules could also include anti-slip measures such as the distribution of sand or salt in the car park and on pavements. No doubt some more relevant issues could be found. The rules on work procedures must specify the safety-related education and training of staff, for example first aid courses and an annual course for the staff of information centres which is held by the Icelandic Tourist Board. Probably the directors of information centres would also like staff to be familiar with walking routes in the neighbourhood and local recreation opportunities.

Contingency plan

The first item in a contingency plan in this category is most likely to deal with how to call for assistance which, in many cases, should be in the neighbourhood. It must be specified whether and how others on location are taken care of after a mishap, as well as how management is to be informed of the incident. It should be stipulated, furthermore, in which cases the information centre needs to be closed to allow staff to re-examine the incident. Due to location, contingency plans in this category tend to be brief, but they must be in place nevertheless.

Incident report

An incident report must always be completed in case of a mishap or incident which later could develop into a accident. By the correct processing of information contained in an incident report it might be possible to prevent an accident at a later stage.

9.9 Horse rentals

Risk assessment

In this category it is important that those who compile the risk assessment should be able to identify with the participants, especially those to whom horsemanship is a novel experience. The risk assessment must take into account the route chosen, the type of ground traversed and the general environment. It should be kept in mind that the risks revealed in this context may sometimes be reduced by making minor route alterations and other small adaptations in the interest of safety. Appropriate questions here are, for example:

- Does the participant in question carry all the appropriate equipment (helmet etc.)?
- How much experience does the participant have?
- Does the riding route present risks such as crevasses, loose ground, branches etc.?
- Has the participant been instructed in the major aspects of the activity?
- Is there a risk involved in handling the horses?
- Are there steep slopes that have to be ascended or descended?
- Does the route involve the fording of lakes or rivers?
- Are the horses used to the chosen routes and the general circumstances?
- Other?

Rules on work procedures

As always, rules on work procedures must be adjusted to the risk assessment. Checklists form an integral part of the rules, for example a list of guide's equipment. It is also necessary to provide the participants in an excursion with information on the equipment and clothing they need to bring with them and the longer the journey the more important is this aspect. Rules on work procedures in horse rental excursions must also include instructions on how participants are taught to handle the horses and what they must beware of in this connection. It is also of prime importance to instruct and guide participants in the main aspects of riding skills. The education and experience of staff should be outlined in the rules on work procedures relating to each excursion, see for example the VAKINN specific criteria. The rules must also take into account the length of a journey and distance from rescue services.
Article 8.6 of Safety Guidelines for travel agencies and tour operators divides horse rental excursions into three categories, including the demands to be placed upon guides in each category:

- Horse rental in highland and wilderness regions
- Horse rental, longer excursions in sparsely populated areas
- Horse rental, shorter tours either in populated areas or in their vicinity

Furthermore, rules on work procedures must indicate the staff: participant ratio as well as the ratio of horses per number of participants. This, however, depends on the length of the excursion.

Contingency plan

The contingency plan must describe the first response to an emergency and how the safety of other clients and staff is to be ensured in this connection. The rules must stipulate how help is to be summoned and how to care for the injured persons. The local response is to be determined with a view to distance of rescue services as well as the nearest lodge or other accommodation. In the event that rescue services are far away, for example on a highland excursion, staff will be required to be competent enough to be able to care for injured persons until help arrives. As a main principle, contingency plans must always be clear and explicit.

Incident report

An incident report must always be completed and directed to the correct channel within the company. This could prevent accidents at a later stage. Remember that an occurrence which could have resulted in an accident is also to be regarded as an incident.

9.10 Travel agencies

Risk assessment

Risk assessment for travel agencies generally differs from a conventional risk assessment for a specific form of recreation or for excursions. In many instances clients never meet with the staff of the travel bureau concerned and all communication is conducted by electronic means. Nevertheless, the travel bureau carries significant responsibility with regard to the welfare of customers travelling under its auspices. It is, by nature of things, inconceivable to track and risks assess all of clients' activities on their travels around the country. Travel agencies must, however, ensure that their suppliers have in their possession an updated risk assessment for each and every service they provide. It is, nevertheless, possible to see the risk assessment as a certain type of overview of the responsibilities of the travel bureau and consequently outline the main incidents that may occur in a package tour designed by the travel bureau. Clients could be involved in traffic mishaps and accidents; illnesses or even deaths may occur to which the travel bureau must respond.

Rules on work procedures

The most important item in this category is that the travel agency must carefully examine the status of safety issues in its partner companies. The travel agency must always insist that its partners have in place a thorough and updated safety plan for all their tours and services. Similarly, the travel agency must ensure that its partner operators hold all the necessary permits. Guidelines to clients are also an important aspect of rules on work procedures, for example instructions and reminders to the effect that clients should always check weather forecasts and road conditions, learn how to use the 112 app and other services on www.safetravel.is

Contingency plan

In a contingency plan of this kind, the main objective is to define the role of the travel agency in the event that clients suffer accidents or mishaps. The management and staff of the travel agency may not be on location and therefore have to rely on others to deal with the situation. The travel agency should, however, be expected to become involved within a short time in the wake of an accident or mishap. Phone numbers by means of which management and contingency group can be reached are thus of crucial importance. It must be kept in mind, furthermore, whether and how clients are to be cared for after an incident; do they for example require psychological assistance or trauma support. The plan must also include procedures which enable a client to terminate a tour and return home after an accident. The following points are of particular importance:

- Who would be the members of a contingency group and what are their respective roles within the group?
- Who assumes responsibility for interaction with police, relatives, clients and members of staff?
- Who is in charge of altering clients' itineraries in case this needs to be done?
- Who is in charge of communication with embassies or consuls?
- Who distributes information to staff members and partner operators.
- Who is in charge of arranging trauma support for clients?

Incident report

An incident report should always be compiled in case of accidents or mishaps on tours arranged by the travel bureau. It is important to make use of completed reports when the annual review of the safety plan takes place.

9.11 Health tourism

Risk assessment

In most cases, services in this category are restricted to a certain location which facilitates this undertaking. There are exceptions, however, for many companies also offer walks, cycling tours etc. In such eventualities relevant categories have to be consulted for support.
Risk assessment in this category is based on facilities, services and of course the clients themselves. Thus, it must be kept in mind that clients can have disabilities or health problems which must be taken into consideration in the risk assessment. Some of the relevant questions here are as follows:

- Are there slippery floors or other areas?
- Are there too many steps for some clients?
- Are there safety mechanisms attached to hot pots and saunas?
- Is correct equipment/support available where needed?
- Are hot pots or closed compartments fitted with emergency buttons?
- Other?

Rules on work procedures

Here, as in other categories, one of the first items featuring in rules on work procedures should be how to call for assistance. In some instances doctors or nurses may be available within the company, in which case a procedure should be established for reaching them promptly and safely. Rules on work procedures should also contain an equipment list and its location; including for example a defibrillator, oxygen unit, medical bag etc. Furthermore, the rules should outline the safety-related education of staff. It is to be expected that most if not all staff members have at least completed a first aid course. If the service is, in part, rendered outdoors, for example in the form of walks, staff members involved in this activity should have completed a course in first responder aid. In addition, rules on work procedures must indicate how to review circumstances with other clients in the wake of an incident.

Contingency plan

The first response to an accident or mishap must be clearly defined and known to staff members. In most, if not all, cases the first item to be presented in the plan is how to call for assistance. The plan must indicate, furthermore, which staff members provide assistance and how they should be summoned. A contingency plan in this category can be rather brief if the service is restricted to certain premises. More aspects need to be considered, however, if an outdoor service is provided as well.

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. By the correct processing of information contained in an incident report it might be possible to prevent an accident at a later stage.

9.12 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.

9.13 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 and fishing rods. They should, similarly, contain provisions relating to how clients are informed of what they need to do before arriving in Iceland, 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. See for example the VAKINN specific criteria. 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 *Mountaineering* and *Navigation, Wilderness First Responder* and *GPS* 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 active in the area concerned.

Incident report

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

9.14 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. See also the VAKINN specific criteria. 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 takes care of other participants. It must also be stipulated in which cases safety divers are available and how they are to 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.

See also Regulation on diving No. 535/2001, cf. 762/2012

9.15 River rafting (kayak, rubber dinghy)

Risk assessment

In this category it is highly recommended to have navigated the route as often as possible before taking on passengers. This is not only for the purpose of grading the river in question, but also to be able to assess potential dangers and determine landing places. It is also a good idea to walk along the route. The risk assessment is based on the route, the equipment and the participants. The route and its potential risks must be regarded from the perspective of the novice, that is, the participant himself. Among questions that should be asked are the following:

- Are there rapids along the route which constitute a special danger?
- In the event that a participant falls overboard, are there rocks that present a risk?
- Does the route include dangerous banks or edges?
- Could work procedures be altered to reduce risk?
- Other?

Rules on work procedures

Work procedures are designed to respond to potential dangers identified in the risk assessment, as well as paying attention to other factors. The rules must specify the necessary education and experience of staff. It is probably to be recommended that in this category those qualifications should be determined with a view to the grading of the river in question. There must be indications of the number of staff members per rubber dinghy, the number of auxiliary boats, kayaks. In the event of a kayak excursion, the staff:participant ratio must be stipulated. Most or all staff members must have completed a course in *First Responder Aid* and possibly also guidance with regard to hypothermia. See Article 9 of Safety Guidelines for travel agencies and tour operators, as well as the VAKINN specific criteria. A checklist on safety equipment and other gear must be included in rules on work procedures. Similarly, local conditions must be assessed on each occasion from a safety point of view. What is required of participants must be clearly delineated and should be to some extent based on the grading of the river concerned. Last but not least, rules on work procedures must stipulate instruction for clients and guidelines on how they should respond to an incident.

Contingency plan

All contingency plans in this category must be explicit and clearly presented to staff, since such a plan is not readily at hand in case of accident. The first response is of utmost significance and immediate measures must be taken to ensure the safety of all concerned. Summoning help as soon as possible is of crucial importance and it should be kept in mind that such a request can be cancelled if things turn out better than anticipated at first. Staff members stationed on river banks can play a decisive role.

Incident report

An incident report must be completed in the event of a mishap or incident and processed within the company. This improves the quality of services and minimizes the risk of an accident at a later date.

9.16 Kayak 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, furthermore, 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.
See Article 9 of Safety Guidelines for travel agencies and tour operators as well as the VAKINN specific criteria. 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.

9.17 Car rentals

Risk assessment

It is hard, and probably impossible, to compile a perfect risk assessment for this category. It is possible, however, to analyse damage to cars hired by clients, classify such incidents and thus arrive at certain conclusions with regard to possible causes of mishaps and accidents. The main routes taken may also be considered and potential risks registered. It is important, however, to regard the routes from the clients' perspective, thus the following questions could be asked, for example:

- Is the client familiar with blind hills?
- Is the client familiar with narrow, one way bridges?
- Are there gravel roads in the client's home country?
- Is the client likely to have to cross a river?
- Other?

Rules on work procedures

The main concern of rules on work procedures here is to instruct and inform the client about potential risks. This could be done by means of a checklist where certain items are covered depending on the type of vehicle. The clients are provided with materials and further materials are pointed out to them. The rules must also specify requirements regarding the education and experience of staff.

Contingency plan

In this category the contingency plan mostly deals with the way a mishap is processed, since car rental staff are usually not directly involved with regard to the mishap itself. The contingency plan stipulates whether and how the vehicle is to be repaired, an exchange vehicle supplied and the damaged vehicle fetched. It must also be kept in mind whether and how to assist clients after a mishap, do they require psychological assistance or post-traumatic support. A plan should also exist which deals with the eventuality of a client wishing to terminate a tour and return home after a mishap.

Incident report

In this category the incident report may provide key information which could be used when compiling rules on work procedures. By recording each incident as well as its causes, or potential causes, a database may be accumulated which indicates the kind of instruction most useful to the clients.

9.18 Buses and coaches

Risk assessment

It may often be hard to carry out a risk assessment in this category. It hardly feasible to expect a drive to be undertaken along the route before passenger travel begins, although this would be highly preferable. The following questions are important:

- Are there dangers on board the vehicle, for example steep steps?
- Are there hooks or other such equipment inside the vehicle which might cause an accident?
- Does the route include blind hills, bends, bridges, road shoulders, or such like, requiring special care?
- Other?

Rules on work procedures

To some extent, rules on work procedures are based on the results of the risk assessment, as well as other factors. The rules must stipulate the experience and education of staff. A driving licence is an obvious requirement in addition to which companies would no doubt want their drivers to attend a course in *First Responder Aid* as well as other courses. The rules must indicate the equipment to be carried in the vehicle and at the driver's disposal. Particular examples of this would be a defibrillator, a first responder aid bag as well as communications equipment which ensures that assistance can be summoned wherever the vehicle is located. The rules should also indicate how safety matters are communicated to the passengers. Is everyone, for example, obliged to wear a seat belt or is it permitted to move around the vehicle while it is in motion?

Contingency plan

The first response is highly significant and summoning help should top the list. In the event of a serious accident when the driver is available, the next step should be to ensure the safety of others. In most cases, it is probably the driver who has to take control on location if none of the passengers are experienced in such matters. The contingency plan must be based on this assumption.

Incident report

An incident report must be completed in all cases and processed within the company. This improves the quality of services and minimizes the risk of an accident at a later date.

9.19 Parachuting

Risk assessment

In this category the risk assessment covers equipment, that is, both parachute and aircraft and no less the landing area and the client himself. Potential dangers must be seen through the perspective of the client, but not that of the staff member, the jumpmaster. Questions that need to be asked could be, for example:

- Are there risks in the landing area, for example lines, ponds, lakes?
- Are there risks inside the aircraft, for example hooks etc.?
- Are there any parts of the equipment which can easily be wrongly used?
- Can a participant cause danger to others if he/she reacts incorrectly?
- Can a participant cause danger to a staff member, for example when tandem skydiving?
- Other?

Rules on work procedures

One of the most important requirements in this category is that a participant should be thoroughly familiar with his role. Therefore, a checklist must be used to record his guidance and instruction. This is equally necessary both when jumping with a jumpmaster in tandem skydiving or in freefall using own parachute. The checklist covering equipment must be detailed and this equally applies to the checklist on equipment monitoring; whether it is properly positioned, all straps and fastenings in the right place, reserve parachute correctly placed etc. Requirements relating to participants must be thoroughly checked, especially the physical aspect and those must be clear to everyone before a jump. Those requirements should also appear on a home page. Likewise, rules on work procedures should specify the experience and education of the jumpmaster and his assistants, number of jumps, courses etc. The rules should also indicate whether there are assistants on the ground, which is strongly recommended. Last but not least, requirements relating to the pilot and aircraft should be listed. In addition, rules on work procedures should cover safety equipment on the ground, for example emergency medical equipment etc.

Contingency plan

The first item in a contingency plan in this category would be how to summon further assistance. Subsequently, and depending on the kind of incident the safety of others in the area must be ensured. It must be stipulated how to assist participants and staff members left in the area, as well as whether and when company management is to be alerted. In general, it is to be expected that a mishap in this category will attract special media attention and this should also be kept in mind.

Incident report

In case of serious incidents the Aircraft Accident Investigation Board is likely to be involved. Nevertheless, an incident report must always be completed and processed by the company. This improves the quality of service and ensures a higher level of safety in the future.

See also Regulation on parachute jumping No. 0652/2010

9.20 Cave exploration (Potholing)

Risk assessment

Here, knowledge of local conditions is a major requirement when compiling a risk assessment which has to be carried out on location, taking the route to be used later when travelling with clients. The assessment must focus on the client and regard potential risks from his perspective. Among questions to be asked are the following:

- Is there are risk of rock falls in the cave?
- Is there a risk that participants might be separated from the group or lose their way?
- Is there a need to warn against low cave ceilings?
- Is the ground surface hard to traverse?
- Is there ice on cave floors?
- Other?

Rules on work procedures

Rules on work procedures cover, among other things, aspects dealt with in the risk assessment; for example staff:participant ratios; whether staff members should occupy the first and last position in the group, and when and how participants are counted. The rules also contain requirements regarding the education and experience of staff. Staff members must have completed a course in *First Responder Aid* and even some further courses, cf. the VAKINN specific criteria. Equipment checklists for staff and participants are included in rules on work procedures. Measures must be taken to ensure that participants' equipment list reaches them before embarking on the excursion, for example by publishing it on a home page. Equipment lists must contain safety-related items such as helmets, head and hand held torches, walking spikes and even specific clothing for crawling.

Contingency plan

Cave rescue can be a difficult undertaking and therefore summoning assistance should be a priority item. The safety of staff and participants must be ensured, for example by vacating the cave, or in another appropriate manner. Accident victims must be taken care of, paying particular attention to body temperature, since caves are generally colder than the surrounding atmosphere and sometimes also damp.

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 may prevent an accident at a later date.

9.21 Catering

Risk assessment

Risk assessment relating to catering establishments may seem too simple to require writing it down. This, however, is not the case. Compiling this risk assessment requires an open mind and solid experience and it is better to include unlikely scenarios than leave them out. Among questions which might be useful in relation to this risk assessment are the following:

- Is there a risk that a guest may choke?
- Is there a risk that a guest may suffer a heart attack?
- Is there a risk that a guest may suffer an allergy attack?
- Can cables, tablecloths, tables or steps cause a fall?
- Are there potential risks relating to toilets?
- Other?

Rules on work procedures

Among other things, rules on work procedures are based on information obtained in the risk assessment. It is important to keep in mind whether danger can be minimised by making changes. The rules should also specify the education and experience of staff. A *First Aid* course should be a *sine qua non* in the staff education programme, and possibly the use of defibrillators and how to loosen an external object stuck in the throat. Rules on work procedures should indicate, furthermore, available safety equipment, as for example a defibrillator, medical emergency equipment etc. The rules should also specify the location of safety equipment and its inspection.

Contingency plan

A contingency plan for catering establishments needs to take various different conditions into account. First and foremost, an assessment must have been made as to the circumstances under which the catering establishment has to be vacated. This information must also be entered in the contingency plan. The locale has to be vacated as a matter of course whenever a dangerous situation arises; under other circumstances, however, it has to be assessed whether vacating the premises constitutes more risk than not issuing such an order. The plan has to provide explicit instructions as to how the vacating is to be implemented. The plan must also specify how to respond to a variety of circumstances which will arise in connection with a mishap or accident. The roles of staff members have to be outlined, indicating who summons assistance, something which should always be done without delay. Incidents which may occur in catering establishments are for example allergies, external object stuck in someone's throat, heart attacks etc. In case of such mishaps, where seconds are decisive it is of utmost importance that staff have the appropriate training and are able to respond promptly and professionally. Therefore, a carefully prepared and promoted contingency plan is of high value to the establishment.

Incident report

An incident report must always be completed and processed by the company. This improves the quality of service and may prevent another, possibly more serious, accident at a later date.

9.22 Golf

Risk assessment

Golf is played on predetermined courses and thus a risk assessment is relatively easy to perform. Potential risks in the area must be considered. Among questions that might be asked are the following:

- Are there ponds, puddles or other such potential sources of risk?
- Do vehicles pose a risk, for example golf carts?
- Is it necessary to traverse a lava field or an uneven, undulating lowland area?
- Are there risks associated with the golf lodge?
- Are there sharp edges or steep slopes near sandpits?
- Other?

Rules on work procedures

Generally, rules on work procedures should always be based on the results of a risk assessment. Those rules must specify the kind of education and experience useful to staff in the context of safety issues, for example courses in *First Responder Aid* or *First Aid*; it depends on the distance to rescue services which course should be chosen. It may also be a good idea to attend a course in the use of defibrillators. A checklist of necessary equipment must be available, its location being included in rules on work procedures. The rules should also stipulate in what manner and how often the golf course is to be specially examined for the purpose of minimising potential risks.

Contingency plan

In the event of serious mishaps/accidents, further assistance must always be summoned without delay. The next step would be to send forth certain staff members to assist at the scene of the accident and it must be indicated how those staff members are to be alerted. Depending on the type of mishap, it must be clear whether a fairway is to be closed or the entire golf course. The contingency plan must also specify whether and how to assist those who were involved in the mishap, both clients and staff members.

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 may prevent an accident at a later date.

9.23 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*, or *Wilderness First Responder* in case of longer excursions or cycling tours in the highland.
Article 8.7 of Safety Guidelines for travel agencies and tour operators divides cycling excursions 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.

9.24 Chartered boats (sea, lakes)

Risk assessment

When boats are hired out, this is generally a local service under the terms of which the clients are authorised to sail within a certain area or distance. Such an arrangement facilitates the preparation of a risk assessment. In some cases there may be requirements to the effect that documentation relating to the arrangements outlined here must be submitted to the Icelandic Maritime Administration – a provision which helps when compiling a risk assessment in this category. Risks must be considered from the clients' perspective and, as may be expected, their experience varies significantly. In order to verify the risk assessment it is necessary to navigate the area in question, regardless of whether it involves sailing on sea or lake. The assessment must focus on equipment use as well as on the participants themselves. The following questions are among those which need to be asked.

- Is there potential risk from local currents?
- Are there shallows that require particular caution and need to be warned against?
- Does the boat contain dangers which need to be addressed?
- Can sudden weather fluctuations pose a risk?
- What happens if the client strays outside the permitted area?
- Other?

Rules on work procedures

The rules on work procedures focus, among other things, on aspects highlighted in the risk assessment. The rules must stipulate what kind of equipment has to be available, both in the boats and at employees' disposal. Requirements with regard to clients must be clearly indicated, including their education and experience. A significant section of the rules should deal with how clients are to be guided and instructed and how they are expected to respond to mishaps. The rules must also contain checklists on the supervision and inspection of the boats. Similarly, rules on work procedures must specify the education and experience required of staff; such stipulations will vary according to the type of service and the situations staff members are expected to deal with.

Contingency plan

The contingency plan must define incidents and responses to them. In the event of mere engine failure, for example, the correct response might be to seek assistance from staff members. If, however, the incident is of a more serious nature, external help must be summoned. It should be made clear, nevertheless, that the client must always be granted the benefit of the doubt; thus, if there is the slightest risk of a deteriorating situation, external assistance must always be alerted, for example in situations where the client believes he is lost. In such cases a specialised rescue service is required and it is not to be recommended that staff members take on the situation.

Incident report

An incident report must be completed on every occasion of an incident, a mishap or "a near mishap". This may prevent an accident at a later date.

9.25 Speedboats

Risk assessment

In this category a risk assessment must take into account the area in question. The service is provided both on sea and rivers, and in both those scenarios safety is based on the same principles. The area to be navigated must be taken into consideration, the equipment – that is the boats used – and of course the participants themselves. The following are among questions which must be asked:

- Are there hooks, sharp objects or other such items on board the boats which may expose people to danger?
- Are there risks relating to the pier, slippery spots, steep ladders?
- Is it possible to wrongly fasten safety belts?
- Are there shallows which may pose dangers? (rivers, sea)
- Are there strong currents which might carry the boat off course? (rivers)
- Are there sharp turns which could expose participants to unexpected jerky movements?
- Other?

Rules on work procedures

The risk assessment produces results which, among other things, may be used when compiling rules on work procedures. Those rules stipulate requirements regarding the equipment of staff and participants and clients must be informed of all the gear they need well in advance of the departure date, unless this is provided on location. It is recommended that required staff equipment should be presented in the form of a checklist. A throw line, life belt, medical emergency equipment and communications devices are supposed to be standard items. The rules contain requirements regarding the education and experience of staff, including courses such as *First Responder Aid*, *Safety at Sea* and others. Recommendations as to how clients are to be instructed and prepared for an excursion must constitute a significant part of rules on work procedures.

Contingency plan

A client falling overboard is among the more serious incidents that may occur on excursions in this category. In this case a sound contingency plan may prevent disastrous consequences. Under such circumstances staff respond appropriately, keeping in mind the need to ensure their own safety as well as that of others. Should external help be required, this should be summoned without delay – such a request can always be cancelled if the situation turns out to be less serious than at first was believed. The role of each staff member must be clearly defined to ensure prompt and correct procedures which will significantly increase the likelihood of a successful rescue. The contingency plan must also outline whether and how others on location, apart from the victim(s) of an accident, are taken care of. Finally, it must be defined under what circumstances company management is to be alerted.

Incident report

An incident report must be completed on every occasion of an incident, a mishap or “a near mishap”. This may prevent an accident at a later date.

9.26 Accommodation

In 2014 tourism operators offering accommodation will be able to retrieve a ready-made safety plan for accommodation on the home page of VAKINN and the Icelandic Tourist Board. It is important to thoroughly familiarise oneself with this material and make the necessary additions which apply in individual cases.