

## FOREWORD

A catastrophic airline disaster poses the greatest challenge that any airline can expect to meet. Most people can accept that a disaster has occurred, none will accept poor handling of the aftermath. As the number of travellers increases, the potential for a major disaster must likewise increase. This is particularly true for air travel as larger aircraft are introduced - even to regional airlines - carrying more passengers at any one time.

If the unthinkable happens, the airline that has not spent considerable time and effort in preparation is likely to fare badly. It is true that no two situations are ever the same and that no crisis management plan can ever be complete, but there will always be certain common factors which can and must be prepared for.

Each airline must develop its own crisis management plan that reflects the expertise, resources and experience that is available within its own structure.

This document should be thought of more as a list of questions than a series of answers. By answering these questions and planning a response within the limit your own resources you will have achieved the object of this document, which is to provoke thought and discussion and so help you design a crisis management plan that fits your organisation.

*This document is issued as a guideline and offered in the spirit of Crisis Management awareness from an airline point of view.*

*Please note that this document is a guide only and that the United Kingdom Airlines Emergency Planning Group does not issue it as a definitive document. As such we request that no person uses this document for commercial gain.*

# **CHAPTER 1 - GENERAL CONSIDERATIONS**

## **INTRODUCTION**

The following pages give an outline of the areas which should be considered when designing a crisis management plan. The response demanded of different parts of an organisation will vary according to the nature of the crisis faced. Nevertheless, it is hoped that these guidelines will be found to be useful in establishing a new plan, or in updating an existing one.

The structure adopted by an airline will depend on many different factors such as size, manpower available, extent of operation (e.g. localised or international), etc. However there will be similarities and there will be needs that must be satisfied and actions that must be completed. Some airlines will be able to manage a response by utilising their own resources. Other airlines will rely upon outside agencies to respond, in many areas, on their behalf and some airlines may use a mixture of both. However, the responsibility for managing the agencies remains with the airline.

The response to an aircraft accident must be one with which the airline is familiar. The response must be practised and improved at least annually if not more often. The airline should seek to practise with airport authorities and local government and should be familiar with the plans and response of these bodies as well as its own.

Responding to an aircraft accident will leave your company depleted of resources in the short term. This should be considered as part of the Business Contingency Planning that must take place alongside your response planning.

Staff should be trained, knowledgeable and competent in their response and the duties they will have to carry out in the event of an aircraft accident.

An airline that suffers an aircraft accident should realise at this stage that its response does not concern the recovery of the aircraft either whole or any part of it. The response will be directed towards the survivors and the families and friends of those who were on board, both passengers and crew.

The Aviation industry now recognises that if an airline suffers a major catastrophe and does not have a well practised robust response plan, that company is likely to face ruin within 2 years.

## **RESPONSIBILITY**

These guidelines are concerned with a response to an aircraft accident, bomb threat and aircraft hijack.

The scope of your manual must be described at the outset.

The manual should make clear who is responsible for initiating the response and for managing the response both at the HQ and at the accident site or nearest city.

Those holding this responsibility should have their role described and a check list of actions to be completed.

## **AMENDMENT**

The procedure to be followed for amending the manual and the responsibility of the manual holder should be described clearly.

## **CONTROLLED DOCUMENT**

The manual should include the normal sections outlining an index, list of effective pages, distribution list and a record of amendments. It should be a controlled document with a process put in place to ensure those manuals that are distributed are indeed maintained by the owner.

## **DOCUMENTATION**

All company documents created before, during or after a crisis which relate directly to the crisis or to any individual involved in the crisis may be required to be used as evidence. They are valuable company property which must be treated confidentially.

During a crisis special care should be exercised with regard to waste paper disposal in order to ensure that it does not fall into unauthorised hands. All waste paper, including duplicate or photocopy documents which are no longer required, should be treated as confidential waste. Ideally, it should be placed in a suitable confidential waste paper container. Sheets of paper should not be cut, shredded, crumpled or mutilated in any way. At the end of each shift or day the confidential waste should be collected together and safely stored to await disposal. All documentation should be kept safely and securely until the investigative authorities authorise its disposal.

## **SECURITY**

When a disaster has occurred, airline premises are particularly vulnerable to infiltration by persons wishing to discover confidential details of the crisis, passenger and crew names, etc. All relevant documents, communications and all airline premises must be secured against unauthorised intrusion. Access points must be secured and guarded.

The public, press and members of staff not involved must not be given access to the offices in use in the control of the crisis. Sensitive or confidential information should not be passed over radio links including portable telephones.

## **MEDIA RELATIONS**

A Media Management Plan must be designed. An important function will be the close monitoring of media reports so that errors or misunderstandings can be rapidly corrected and changes in the direction of media attention quickly appreciated.

A few senior company representatives should be selected and suitably trained to act as company spokesmen. They, and only they, should be permitted to deal directly with the press, television or other media enquiries. Statements to the media should in all cases be factual, honest and sympathetic. Speculation should be avoided at all costs. Wording of press releases should be carefully studied to ensure it is not capable of unintended interpretation.

Regular conferences and press releases will help satisfy the demands from the media. Openness and honesty will be respected and appreciated. Chapters 2 and 8 deal more thoroughly with the content dedicated to media management and response.

## **CONTRACTED AGENCIES**

While the responsibility for handling an emergency rests with the airline, many airlines now contract the specialist responses to an outside agency. Examples of the specialist responses or services are listed below:

A call centre capable of handling several thousand calls from the public, customer (friends and relatives) information centre, psychological support and trauma debriefing, media management and response, body identification and recovery, restoration of personal effects, family support operations, reception centres (survivors and friends and relatives).

For those agencies with whom you have an agreement or an understanding ensure that the manual reflects how they will respond and the duties they will undertake. Discuss these issues and seek an agreement.

### **CATEGORISATION OF AN INCIDENT**

The manual should outline the different categories used in classifying an incident depending upon its severity. e.g Red, Amber, Green or level one and level two categories. The manual should describe the boundaries of each category. For example:

Each notifiable incident will be carefully assessed and allocated a standard category.

Red Any incident known to have caused multiple death/serious injury, or circumstances that will cause potential evacuation /relocation of customers/staff, or that will create significant media interest

Amber Any incident with the potential to become 'red'.

Green Incidents covered by normal Operations procedures, and which require standard advice to management.

or

Level 1 Similar to RED above

Level 2 Similar to GREEN above

### **TERMINOLOGY**

There are various forms of terminology available in the emergency planning environment – for example, incidents, accidents, responses, events can cover a similar event.

To try and simplify the terminology used the study group from IATA has proposed certain terminology to be used by their members.

It is preferable for any new organisation to adopt this terminology. Where this is not accepted or recognised then it is recommended that you refer to the IATA terms in your manual.

## **CHAPTER 2 - MEDIA RESPONSE**

Failure to issue a statement, internally and externally, within the first hours of an incident will invite speculation by staff and the media. The airline should always aim to take the initiative by announcing a major incident to the media. Media statements should also be offered to the Press Office of the relevant Airport Authorities. The first press statement should be released within 60 minutes of notification of an accident.

All office windows should be screened to avoid uninvited photographs of staff working on the management of the incident or in their daily routine.

A media centre needs to be established. The manual should reflect details of how this will be achieved. The media centre may be located away from Head Quarters of the airline but it is quite possible that a media presence will still appear at HQ and they may try to become intrusive.

It is worth including a warning to all staff that the only statements to the media must be made through the PR Department, nominated agency or a Board member, preferably the MD. It is recommended that all press releases be copied to service providers and business partners.

Those senior members of the airline, (Board members and Senior Management) who are likely to be asked to attend Press Conferences should receive training in media response and management.

### **CHAPTER 3 – COMMUNICATIONS**

Staff communications: How will the company relay information to all the sections within the airline effectively? Describe the process and who will be responsible for managing that process and the feedback.

What equipment is needed to effectively communicate both internally and externally? Who is responsible for ensuring this equipment is available and serviceable and that those expected to use it are trained and competent?

A daily timetable should be considered showing the times of communication with media, families, staff and management.

Families and friends must be informed first of all of any issues, changes, developments.

### **CHAPTER 4 – THE INCIDENT CONTROL ROOM**

The manual should describe the location and layout of this facility. The equipment within the facility should reflect its purpose and enable those working in the room to complete this purpose.

### **CHAPTER 5 – THE CALL CENTRE FACILITY**

Details of which facility will be used to respond to the thousands of calls that will be generated in the public sector following an aircraft accident. Do not under estimate the number of calls that will be directed towards the airline. Senior management representatives will need to be trained to attend the call centre and make key decisions on behalf of the airline. Call centres can be provided by the company themselves e.g. reservations call centres or via a specialist organisation e.g. EPIC (BA LHR).

### **CHAPTER 6 – ON SITE TEAM OR GO TEAM**

There should be an indication of who should be part of the team and what the Go Team is expected to achieve.

It may not be necessary to carry a “Go Team” kit as many resources can be obtained locally.

Include a Personal Kit List (Appendix 5): It is amazing what people forget in the heat of the moment so include passport and other obvious items.

It is essential to train Go Team personnel in what they can expect to have to deal with and pressure they will inevitably meet. (See Appendix 6)

### **CHAPTER 7 - INCIDENT CONTROL ROOM**

A plan that shows the layout and position of equipment in the Incident Control Room (ICR) should be available. A list of equipment and systems that are expected to be in place and those persons assigned to the Crisis Management Team (CMT), and their roles within the ICR/CMT

#### **AIRPORT CONTROL ROOMS/CENTRES**

In many countries the main system of control is via the authority or airport centres of command. In the UK this is via a Gold, Silver or Bronze centre. The Gold (Developing

strategy) being the command centre which has the overall responsibility. Silver (Tactical) usually located at the airport or nearby and has the role of the operational control centre nearest to the scene delivering Gold team strategy and supporting and co-ordinating the Bronze teams . Bronze teams are at the accident site responding to immediate needs. It is important that the airline incident control room establishes and maintains contact with the Silver command centre.

## **CHAPTER 8 - MEDIA RELATIONS**

### **AIM**

The aim of any organisation that faces a crisis is to survive it, and the way in which the crisis is covered in the media has a critical role in this by shaping how the organisation is perceived. The public want to see a caring, compassionate, respectful, remorseful and apologetic corporate “front” in the aftermath of an accident. This corporate face can be portrayed very effectively through the media.

### **OBJECTIVE**

An organisation in a crisis situation is judged by the public through the eyes of the media. The key features that an organisation is judged on include:

1. Concern for those on board and their next of kin, both short and long term commitments
2. Professionalism
3. Openness and honesty

Non-cooperation with the media will be perceived by the public as lack of concern, or that the airline is deliberately trying to withhold the truth about the crisis.

### **PREPARATION**

The manual should indicate who will be the key respondee to the media and answer the following questions:

Who do we need to talk to?

How will we communicate with them?

How often will we communicate with them?

What are the primary actions of the PR unit or nominated staff?

How do we monitor what is going on in the crisis and how it is being covered

Are our efforts working?

### **BRIEFING PACK**

During a crisis the media demands information. An aid to the handling of media relations during the crisis is the preparation of background information relating to the company and the personnel involved. Nowadays a web site is regarded as being an excellent way of disseminating this information worldwide. Outline who is responsible for this area.

### **MEDIA TRAINING**

Any person who is likely to be asked to represent the company by attending a media briefing must receive training on how to respond and understanding the goals and objectives of the journalists.

Although such training can be expensive the alternative of being poorly perceived or misinterpreted by the public could be disasterous.

## **CHAPTER 9 – FAMILY SUPPORT CENTRE**

The Family Support Centre (FSC) is the unit that will maintain contact with the survivors, families and friends involved in an accident. They will need psychological support, short term needs such as food and clothing and longer term needs such as financial support and interim payments and many may require longer term psychological support. They will want to stay in contact with the company to find out what happened! Staff need to be trained and available to cope with these longer term demands and assessments have to be regularly made on the efforts made and results obtained. It is recommended that Team Leaders be appointed to the groups to ensure that their team members receive the support required.

The airline should include in its plan guidelines the need to liaise with the local authorities and in particular the Police.

The plan should include information on the reception centres set up at each airport. Terminology may differ but one will be for survivors and one for families and/or friends.

## **CHAPTER 10 – BOMB THREATS**

### **INTRODUCTION**

Bomb warnings may be directed against aircraft on the ground or in the air, or against buildings and facilities associated with the airline, airport or installation. They are usually anonymous and communicated by telephone. They are intended to cause a nuisance, but may precede a criminal or terrorist act.

### **CONTINGENCY PLANS**

Contingency plans should provide for:

- a. a controlled response by persons receiving bomb warnings.
- b. an assessment of the warning and the risk involved by designated Risk Assessors.
- c. co-ordination of action appropriate to the risk as assessed.
- d. A minimisation of the risk of injury or death to passengers, crew and ground staff.
- e. Subcharter and leased operations

### **RECEIPT OF BOMB WARNINGS**

The manual should outline the response by people receiving calls directly or discovering a written warning that is directed against the airline.

- WHERE is the bomb?
- WHEN will it go off?
- WHAT does it look like?
- WHY are you doing this?
- WHO are you?

The approved DETR Bomb Warning Report Form should be reproduced in the manual along with clear instructions detailing who will progress the warning further and seek an assessment of the warning.

### **ASSESSMENT OF THE WARNING**

Assessment of the risk posed by a bomb warning is the responsibility of the airline or airport against which it is issued. When the warning is received against an aircraft on the ground the airline should make the assessment and inform all agencies accordingly.

Bomb warning assessment carries considerable responsibility. Airlines should nominate assessors and see that they are appropriately trained. Each airline should have at least one assessor on duty, or available on call, at all times.

When the threat has been assessed the manual should give guidance to the action that is necessary. This action should cover threats against aircraft both on the ground and in the air.

### **ACTION**

In consultation with the Police and other appropriate agencies, each airline and airport should develop contingency plans to be implemented when bomb warnings issued against it are assessed as 'Red' or 'Amber', to reduce the risks arising from such bomb warnings.

### **STAFF INSTRUCTIONS AND TRAINING**

Staff who are likely to receive bomb warning calls, telephonists and sales staff, should be briefed on the subject on taking up their duties, and the responses required from them should be incorporated into appropriate staff instructions. They should be provided with check-lists to facilitate their reactions. Supervisors should be similarly aware of the response required and of the need to relay information about bomb warnings assessors.

## **CHAPTER 11 - AIRCRAFT HIJACKS**

### **INTRODUCTION**

Terrorists may have cultural, religious or political reasons for choosing an airline or airport as a target for their violence. Hijacking an aircraft is a highly publicised event that will not be ignored by the media. This type of terrorism uses violence for effect, however the threat of violence is usually aimed, not at the immediate victims of the hijack, but at the masses. Not infrequently, the immediate victims of a hijack are totally unrelated to the terrorists cause before the incident.

Modern aircraft hijackers are well trained and may well have rehearsed for the event. Religious and/or political beliefs held by the hijackers may be so strong that they are quite willing to kill and to die for their cause.

An airline within the UK has little or no control over the outcome of a hijack. It should prepare itself to offer support and comfort to the passengers and crew once they are released and be prepared to respond to their needs. Whilst the hijack is in progress the airline should prepare itself to respond as if it had suffered an aircraft accident. The demands made and the effects will be very similar.

Check lists are again very suitable here. See Appendices 3 and 4.



## **APPENDICES:**

### **APPENDIX 1: EXERCISE AND TESTING PROGRAMME**

#### **Purpose**

To outline the agreed testing and exercise strategy the airline should adopt.

#### **Monthly:**

One to ones, or with small groups, focusing on specific task training or testing a specific procedure or set of procedures e.g. Bomb Threat handling.

#### **6 Monthly:**

A tabletop exercise involving one team or one set of team members (Gold, Silver or Bronze) and one specific probable scenario.

Review existing procedures and amend manual accordingly.

#### **Annually:**

Develop a training plan for the next 12 months.

Hold a "Call Out" exercise and activate the Incident Control Room.

#### **Bi-Annually:**

Hold a multi-team exercise which will bring together the 4 previous 6 monthly tabletops and the individual training exercises.

## **APPENDIX 2: ROLE OF TEAMS RESPONDING TO AN EMERGENCY**

Responsibilities of key teams are detailed below:

### **AIRLINE OPERATIONS CONTROL:**

- Identify the exact location, nature and extent of the incident.
- Promptly identify (with management if necessary) the potential operational, commercial and customer implications.
- Assign a severity rating.
- Prepare an initial incident bulletin.
- Follow communication / escalation procedures.
- Verify any further information.
- Log all action taken.

### **INCIDENT CONTROL TEAM (Airline Silver Team – Tactical)**

- Activate the incident management structure
  - An Incident Control Room.
  - A separate call centre area.
  - Other support teams as appropriate.
  - Separate communications channels for all teams.
  - And issue necessary initial information within the business and to other Group companies.
- Clarify the incident and the necessary response
  - Obtain regular updates from support teams.
  - Establish the company insurance and legal position.
  - Establish insurance details of customers / next of kin.
  - Ensure support/guidance to staff as appropriate.
  - Involve external agencies as appropriate.
  - Obtain/action any major policy decisions from the Gold Team.
  - Log all action taken, and record expenditure incurred in detail to meet company and external requirements.
- Actions taken – consider the following
  - Evacuation/repatriation or alternative travel arrangements.
  - Counselling/support.
  - Handling requests for information from friends or relatives.
  - Policies on withdrawal, cancellations, refunds and marketing.
  - Liaise with Government, industry, regulators, support services, other Group companies and other organisations.
  - Use of independent assessors or other skilled contractors.
  - Issue updates on progress

- Issue regular incident update bulletins to other teams and to other Group companies, always indicating when the next update will be issued, and when the final update has been given.
- At the close of the incident
  - Co-ordinate the shut down of teams and allocate responsibility for remaining issues within the business/businesses.
  - Where appropriate, conduct an initial post incident review within one month, including feedback from any external organisations involved.

#### **INCIDENT POLICY TEAM (Airline Gold Team – Strategic)**

- Take all major policy decisions relating to the incident e.g. interim hardship payments.
- Approve, and ensure Silver team are aware, all statements to the media.
- Co-ordinate all company internal statements/updates.
- Provide any other required guidance to the 'Silver Team'.

#### **INCIDENT LOCATION TEAM (Airline Go Team – Bronze)**

- Before departure
  - Obtain a full understanding of circumstances to date, responsibilities, goals, policies and parameters.
- At the incident location
  - Obtain a briefing immediately on arrival to bring the team up to date on what has happened whilst travelling to the accident site.
  - Set up a private and secure local emergency centre as a focal point for communications, and co-ordinate local resources.
  - Co-ordinate with carriers, hotels and other local parties directly involved.
  - Co-ordinate with relevant local authorities.
  - Arrange repatriation or other assistance as necessary.
  - Arrange assistance and support to next of kin visitors.
  - Refer all local media enquiries to Company PR representatives.
  - Regularly update the incident control team within agreed time-scales.
  - Conduct a health and safety risk assessment, if appropriate.
  - Log all action taken, and record expenditure incurred in detail to meet company and external requirements.

#### **CUSTOMER INFORMATION TEAM (Call centre)**

- Ensure separate handling of specific enquiries on customers.
- general enquiries on the incident.
- amendments to subsequent routine mailings.
- Maintain a summary record (as appropriate) for each customer including personal information, injuries, insurance, solicitor and funeral director details, records of conversations and actions taken. (If using EPIC these records will be returned to the airline at the close of the incident).

- Provide relevant authorised information to any external non-media request with discretion and sympathy.
- Communicate travel arrangements to next of kin visitors.
- Regularly update the incident control team within agreed time-scales.
- Log all action taken.

**OTHER SUPPORT TEAMS SHOULD BE ESTABLISHED AS REQUIRED.**

**APPENDIX 3 HIJACK MASTER CHECKLIST**

<b>HIJACK MASTER CHECK LIST</b>
---------------------------------

<b>ACTION</b>	<b>COMPLETED BY</b>	<b>NOTE</b>
Confirm the source of information		
Activate cascade call out		
Brief staff on importance of confidentiality		
Activate the Incident Control Room		
Prepare an Incident Brief for the Incident Manager		
Advise Police		
Advise DETR		
Advise PR Agency		
Advise Response Partner (Psychological Support)		
Advise Insurers		
Advise up line and down line stations		
Complete all Check Lists		

**APPENDIX 4 OPERATIONS HIJACK CHECKLISTS**

<p><b>OPERATIONS CENTRE</b></p> <p><b>AIRCRAFT HIJACK CHECK LIST 1</b></p>
--

ACTION	CHECKED	NOTE
BRIEF CONTROL CENTRE STAFF ON INCIDENT		
REMIND THEM OF CONFIDENTIALITY		BEWARE OF PRESS CALLS PRETENDING TO BE SOMEONE ELSE.
ALLOCATE A LOG KEEPER		
INITIATE CASCADE CALL OUT AND NOTE ALL CONTACT TIMES		POSSIBLY ONE OF THE TEAM TO ACTION
CONTACT THE POLICE AND ADVISE THAT A HIJACK HAS TAKEN PLACE AND ADVISE LOCATION OF AIRCRAFT		SUPERVISOR AREA OPERATIONS
CONTACT THE DETR (DOT) AND ADVISE THAT A HIJACK HAS TAKEN PLACE AND ADVISE LOCATION OF AIRCRAFT		
OPEN THE INCIDENT CONTROL ROOM		
COMPLETE INCIDENT REPORT FORM		COPY TO INCIDENT MGR AND INSURANCE BROKER
ARRANGE FOR BIZJET TO POSN TO HQ BASE AND S/BY. HS125 OR GULFSTREAM WILL BE SUITABLE FOR IMMEDIATE DEPARTURE.		4-6 PERSONS
SOURCE WET LEASE SUBCHARTER TO SUPPLEMENT FLEET AS NECESSARY		
MAINTAIN COMMUNICATION WITH INCIDENT SITE		

**APPENDIX 4 OPERATIONS HIJACK CHECKLISTS (Cont)**

<p><b>OPERATIONS CENTRE</b></p> <p><b>AIRCRAFT HIJACK CHECK LIST 2</b></p>
--

ACTION	CHECKED	NOTE
ASK CREW CONTROL TO PRINT LIST OF CREW NAMES NOKS AND CONTACTS		READY FOR PICK UP BY CABIN SERVICES DIRECTOR
ASK FLIGHT PLANNING TO RETRIEVE FUEL FLIGHT PLAN AND ANY PREVIOUS PLANS RELATING TO FLIGHT		FROM DISPATCH DIRECTORY/FLIGHT PLAN DATA FOLDER/FLIGHT PLAN
INSTRUCT HANDLING AGENT AT DEPARTURE AIRPORT TO COMPILE A PNL AND FAX TO OPERATIONS ASAP. (IF A PRE BOOK MANIFEST IS AVAILABLE FAX IMMEDIATELY ALSO)		WHEN RECEIVED THESE MUST BE TAKEN TO THE INCIDENT CONTROL ROOM IMMEDIATELY
INSTRUCT HANDLING AGENT AT DEPARTURE AIRPORT TO IMMEDIATELY SEND A COPY OF LOAD SHEET TO OPERATIONS		OPS FAX XXX XXX XXXX
INSTRUCT HANDLING AGENT TO SEND A COPY OF CARGO DOCUMENTS TO OPERATIONS		OPS FAX XXX XXX XXXX
ASK HANDLING AGENT TO REVIEW CARGO CONTENT AND ADVISE		HAZ MAT/AVI
IF DANGEROUS GOODS OR HAZARDOUS ON BOARD ADVISE EMERGENCY AGENCIES IMMEDIATELY OF LOCATION AND CONTENT		IT IS IMPORTANT THAT EMERG SERVICES ARE AWARE ASAP
CHECK KEY PERSONNEL CALL OUT PROGRESS		CHASE THOSE NOT REACHED
ADVISE SECURITY AND AIRPORT SECURITY		
CHECK STAFF REACTION		STAFF REACTION NEEDS TO BE REVIEWED REGULARLY
ENSURE UPLINE AND DOWNLINE STATIONS ARE KEPT ADVISED OF SITUATION		

**APPENDIX 5 GO TEAM PERSONAL KIT CHECKLIST****PERSONAL KIT**

<b>CONSIDERATIONS FOR YOUR PERSONAL KIT</b>	Check ✓
Valid Passport. (Regardless of location of incident).	
A copy of the Accident Response Manual.	
Inoculation documents and/or malaria tablets.	
Personal wear and toiletries for seven days (you will be stood down after 5 days but you may not be able to return back to UK immediately).	
Suitable attire for a funeral or memorial service and casual business clothes.	
Cold weather clothing (if applicable).	
Waterproof footwear, headgear, jacket and leggings.	
High visibility tabards.	
Credit Card (Company or personal).	
Personal medicines.	
Mobile phone and charger. (If not, buy them at the airport ex UK)	
Business cards.	
Airline ID.	
Laptop, palmtop and/or digital camera. (Liaise with Go Team Leader before purchasing at the airport ex UK).	



**APPENDIX 6 GO TEAM CHECKLIST – ON SITE**

<b>GO TEAM CHECKLIST FOR LOCAL INCIDENT CENTRE</b>
--

TASK	RESPONSIBILITY
------	----------------

Establish local centre and communication loops.	XXXX Mgr	Check ✓
Make Health and Safety Risk Assessment of area for staff and survivors.	Safety Mgr	
Timetable debriefing sessions		
Make contact with local opticians, dentists, clinics, pharmacy	Customer Services and Cabin Services	
Make contact with local stores and welfare/charity agencies and churches	Customer Services	
Coordinate Flight and Cabin crew movements	Flight Crew and Cabin Services	
Establish daily briefing sessions for survivors and families	Customer Services	
Co-ordinate transport and Hotac for survivors, families and Go Team	Customer Services and Reps from region	
Accompany survivors home	Customer Services, Cabin Services and Reps from region	
Guide Go Team Leader on legal & insurance issues.	Insurers	
Assess corporate financial exposure	Insurers and Finance	
Liaise on all media issues locally.	PR Team	
Work at local station and assist with delayed passengers	Customer Services and Airport teams	