



Plan Crisis Management

for Youth Programs

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District 9423 Crisis Management Plan for Youth Programs

August 2023

[Ref: RI – Crisis Management Plan Guide (August 2020)]

INTRODUCTION

A crisis management plan is a carefully developed set of protocols designed to help individuals deal effectively with real and perceived emergency situations when they arise. A real emergency is one that poses an immediate danger, while a perceived emergency is a potentially risky situation that may develop into a dangerous situation.

It is essential that District 9423 is prepared to respond to both real and perceived emergencies in respect of any of its Youth programs, as either can turn into a crisis situation, posing serious risks to student and volunteer health, safety, and security – as well as the district's reputation.

PURPOSE

The health, safety and security of our volunteers and youth program participants is our highest priority. As such, this 'Crisis Management Plan' (CMP) has been developed as an important procedural resource to assist District 9423 (hereafter referred to as the district), volunteers and participants respond effectively when a crisis occurs in order to minimise risk and help ensure the safety of all, to the greatest extent possible.

a) Applicability

The CMP applies to all Rotary youth programs conducted by the district and/or the district Rotary clubs. District youth programs are conducted by an appointed district program Chair with oversight by the District Youth Program Chairman (DYPC) and ultimately the District Governor (DG).

District 9423 covers the whole of the State of Western Australia. The district includes major cities, such as Perth, Bunbury Geraldton, and Albany, as well as many large regional towns. District youth programs can be held in different locations across the district area and when the district hosts Rotary Youth Exchange (RYE) participants they may be hosted in any parts of the district, including urban cities, towns, or non-urban rural localities.

b) Crisis Situations Generally

There are potentially many situations where a program participant may encounter a crisis, some that impact them personally, some that are within proximity, and some where there is no direct impact but may have a state or national impact on the program.

While many of the youth programs involve local participants, the RYE program will involve international students hosted in the District, or alternatively will involve District 9423 students hosted by Rotary Districts overseas.

A crisis may involve an individual student or a group of students; it may involve the death of a student, a transportation accident, serious food poisoning, natural disasters such as fire, floods, and many other possibilities. Even if there are no serious injuries or illnesses, a crisis

may exist because of public perception, especially in the case of a RYE inbound student with involvement of the student's home embassy and the press.

Minor and even significant accidents ranging from minor cuts and sprains to broken bones are in the first instance dealt with by the immediate adult supervisors. Major trauma will be reported to the District Governor (DG) via relevant program Chair and the DYPC.

The primary outcome of any measure taken is to ensure the safety of program participants and if possible, to enable the participant, or participants to complete the program. For participants in RYE and for extreme cases, the student may need to be repatriated home. Actions required will be communicated to the participant's natural parent/guardian.

One of the most important points to remember is Safety First! Act immediately to protect the student, family or other person who needs protection. This may involve calling for medical or public safety assistance, removing the student from the home or situation or some other immediate action.

c) Management of District Youth Programs

The District Governor has overall responsibility for the programs and governance within the district. The District Board consists of the District Governor, District Governor Elect, District Governor Nominee, District Secretary, Finance Director, District Custodian, Strategy and Partnerships Director, and Programs and Projects Director.

Youth programs are coordinated by a district youth program coordinator (DYPC) with program chairs appointed for each youth program, including.

- Rotary Youth Exchange (RYE)
- Rotary Youth Leaders Award (RYLA)
- Rotary Youth Program of Enrichment (RYPEN)
- Rotary WA Driver Education (RWADE)
- Science Experience (Santos)
- 4-Way Test Speech Contest
- Interact
- Earlyact
- National Youth Science Program (NYSF)

d) RYE Long Term Exchange participants

While there is a constant duty of care for all participants in the district's youth programs, the participants in RYE are long term visitors to our country and warrant extra care while under our program. These participants are selected from exchange partner districts across the world (Inbound students) and will become known to the RYE Chair usually in January/February with their planned arrival in July/August the following year, when they will then spend about 48-52 weeks in the district.

Individual RYE students are hosted by one of the district Rotary clubs and their primary safety, amongst the host club members in the club's locality, with host families and within the club's community, is managed by the Rotary club student counsellor/mentor and club president. The district RYE Chair will oversee the club's primary safety measures, keep volunteer records relevant to the student and approve out-of-district travel by students and for any district RYE activity including trips.

Participants selected from within the district commence in the RYE program from the time of selection, usually in June, and are considered as Outbound students. These participants undertake training and preparation and depart Australia on exchange, usually mid-January. The participants return to Australia usually in early January the following year after almost a year on exchange. The return date may vary if circumstances dictate a change. Upon return the participants undergo a debrief. The RYE program is reviewed and updated as necessary.

For Outbound students, the exchange period in respect of the duty of care and coverage of this policy/CMP and the D9423 Youth Protection Policy is considered from confirmation of selection until the participants formal debrief. However, for the period the Outbound student is within their exchange partner district, the equivalent policies and processes of the hosting partner district apply and with oversight of the student's wellbeing by the hosting district RYE Chair. The D9423 RYE Chair will maintain contact with the hosting RYE Chair on matters of Outbound student safety and wellbeing.

For Inbound students, this CMP and the D9423 Youth Protection policies apply from time of arrival to time of departure from the district.

II. PREPARATION AND CRISIS PREVENTION

a) Development

The District's crisis management policy and related overall District Crisis Management Plan (CMP) includes a comprehensive assessment of local risks, with advice from external agencies whose published resources, advice and processes are considered:

- Relevant National government agencies (including the Australian Federal Police)
- Relevant Western Australian State agencies; (including health and police services)

See Appendix - Contact list for District 9423 CMT, Youth Program Chairs, and key government agency personnel for current relevant agencies contacts.

b) Training Schedule

Training and understanding of this CMP will be provided as part of District Training schedules to district and club personnel who have responsibilities for youth programs, and annually at district assemblies. Program chairs will provide training and understanding of the policy/CMP for the program committees, program participants and volunteers, and including family members who are part of the program at program events, and at least annually.

The program chair will include in the respective training, information to the program committee, volunteers, and participants to ensure they are subscribed to automated alerts from their respective government agencies, health agencies, or emergency notification systems.

For RYE participants

- i. Outbound students and their family will receive training and understanding of the CMP as part of exchange preparations. Outbound students will be instructed to become aware of the equivalent safety and wellbeing related policies of their hosting exchange partner district.

- ii. Inbound students will receive orientation including understanding of the CMP as soon as practical after arrival into the district.

c) Planned and Unplanned Simulations

For the purpose of testing for readiness in the event of a crisis, the DG may initiate a planned or unplanned simulation of a crisis. The circumstances of timing of a simulation will depend on the program as some programs are operated infrequently and some to a fixed calendar. Ideally a simulation will be carried out annually or at least no longer a period than every three years.

The following guidelines will be followed during both a planned and unplanned simulation:

- It will be clearly identified that the crisis is a simulation and there is no immediate risk to young people or volunteers.
- A crisis simulation shall not be conducted during an active crisis or immediately following a resolved crisis.
- A crisis simulation shall not be conducted during a scheduled conference, training event, planned group travel, or other event so as to avoid confusion.
- The DG will confirm when the crisis simulation has ended.
- The Crisis Management Team will immediately conduct a debriefing session as outlined in Section VI.

III. CRISIS MANAGEMENT TEAM

The district's Crisis Management Team (CMT) will constitute the following members and include the outlined responsibilities. In the event of a vacancy, temporary leave of absence, or incapacitation of any member of the Core or Additional CMT, the DG shall designate a trained replacement.

a) Core Crisis Management Team:

District Governor: (This role may be delegated to a Past District Governor at the discretion of the District Governor of the day).

Responsible for overseeing all aspects of crisis response, convenes meetings, and delegates tasks as necessary. Represents the district and serves as the appointed spokesperson when answering media inquiries. Has ultimate decision-making authority when determining the level of a crisis (upon consultation with the CMT) and actions to take in response to a crisis according to the response protocols. A trained alternate should also be available in case the governor (or delegate) is impacted by the crisis or otherwise unable to perform their crisis management duties.

District Governor Elect: Responsible to support the DG, coordinate training needs to district personnel and participants in consultation with program chairs, chairs the CMT meetings in the absence of the DG.

District Youth Protection Officer: Assists with overseeing crisis response and serves as a consultant (when appropriate) or consults with local experts for guidance, when necessary, monitors developments of the situation, and coordinates communication within the district and its clubs and with Rotary International. This person does not need to be an active member of a club to serve in this role.

District Youth Programs Chair: Coordinates the implementation of the policy within each district and/or club youth program, reports to the DG on matters arising from the operations, debriefs and reviews of the policy.

District Youth Exchange Chair: Serves as the main point-of-contact for students and families involved in Rotary Youth Exchange, coordinating communication with them. Responsible for ensuring all students are safe and accounted for in the event of a crisis. Responsible for reporting updates to all members of the CMT.

b) Additional Crisis Management Team

The members of the additional Crisis Management Team may be called upon to assist the core Crisis Management Team from time to time and where there is specific advice and information required but are not permanent members of the core team:

District Insurance Officer: Maintains awareness of the CMP requirements, coordinates insurance issues and claims that arise from crises arising through the policy.

District Legal Officer: Maintains awareness of the CMP requirements, coordinates legal issues, and provides advice to the CMT on matters that arise from crises identified through the CMP.

Note: when a crisis management review involves Interact or RYLA the relevant program chair will be included.

District Interact Chair: Serves as the point-of-contact for youth and families involved in Interact, coordinating communication with them. Responsible for ensuring all students are safe and accounted for in the event of a crisis. Responsible for reporting updates to all members of the CMT.

District RYLA Chair: Serves as the point-of-contact for participants and families involved in Rotary Youth Leadership Awards, coordinating communication with them. Responsible for ensuring all participants are safe and accounted for in the event of a crisis. Responsible for reporting updates to all members of the CMT.

Note: Other Youth Program Chairs may be included on an as need basis where a crisis is or may impact their program.

IV. CRISIS SITUATIONS & RESPONSE PROTOCOLS

a) Crisis situations

Each section below outlines crisis situations by type and the appropriate protocols to be followed depending on the Level. The Core CMT and ultimately the DG decides the level of a crisis and when to escalate or de-escalate a crisis.

- a. Accidents
- b. Physical Health Emergencies
- c. Mental Health Emergencies
- d. Natural Disasters – e.g., Flooding, wildfires
- e. Political and Civil Unrest
- f. Crime or Violence
- g. Terrorist Threat or Attack
- h. Missing Person
- i. Death

Within the D9423 locality the perceived expected crises are limited to acute accidents, flooding, fire and extended major health pandemic, with terrorism events that are considered extremely rare.

Participants in the RYE program

In general students are provided with two forms of activity and both have a natural degree of supervision through the Rotary Code of Policy, district policies and the club hosting responsibilities, according to the nature of the activity.

- a) Club managed activity: A student may be impacted by an accident of a minor or serious outcome when the student is in the direct care of the host Rotary club. The nature of the accident response is level 1, below. In these cases, the student counsellor/mentor will coordinate appropriate treatment for the student and notify the RYE Chair within 12 hours. The RYE Chair will coordinate appropriate medical and insurance measures to support the student and ensure the natural parents/guardian are notified of the incident as soon as practical.
- b) District managed activity: The RYE Chair will ensure the arrangements for this activity includes an appropriate risk management assessment, has appropriate adult supervision and readily available communications. In the event of any incident, measures will be taken for the treatment and insurance measures to support the student and ensure the natural parents/guardian are notified of the incident as soon as practical.

b) Responses to impacts to youth program participants

In the case of civil unrest, crime or violence, terrorist and Missing Person incidents, the participant's adult supervisor of the youth program will take direction from the appropriate government agency (police or emergency service), act on the advice and as soon as practical will notify the program Chair and the DG. The program chair will notify the participant's parent/guardian or next of kin as soon as practical.

In the case of the participant being impacted by a Mental Health episode, either themselves or others nearby, the participant's adult supervisor will ensure appropriate medical and mental health support is contacted immediately so measures can be taken to support the participant. As soon as practical thereafter, the supervisor will notify the program Chair and the DG. The program chair will notify the participant's parent/guardian or next of kin as soon as practical.

In the case where any incident, crisis leads to the death of the participant, the appropriate medical services will be obtained, and police will be notified. The program Chair will immediately notify the DG who will consult with the police as to the notification of the participant's parent/guardian or next of kin.

The following responses are considered the likely incidents and crises that a participant of a youth program may experience from time to time.

a) Accidents

Level I – Minor Injury/Accident: The emergency (or perceived emergency) does not currently present a significant health or safety risk and does not appear to require medical intervention and involves only one or two people. If more than two people are affected by a minor injury/accident, follow the response protocol for Level II

1. Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident.
2. Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if needed.
3. Continue to monitor the affected person(s) and contact emergency medical assistance if necessary (escalate to Level II)

Level II – Serious Injury/Accident: The emergency (or perceived emergency) may present a significant health or safety risk and requires medical intervention for one or more person or more than two people are affected by a minor injury/accident.

1. Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident.
2. Immediately contact emergency medical services
3. Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if needed.
4. For youth program group participants
 - a) Ensure that other youth program participants are being supervised while attending to the needs of the injured person(s)
 - b) As soon as practical after the incident occurs, contact the parent/guardian/next of kin and District Insurance Officer
 - c) Report the injury/accident to the District YPO and DIO within 72 hours of the injury/accident, in order that any relevant issues of protection or insurance can be addressed in a timely manner.
5. If the person(s) are required to be transported to a hospital or emergency medical facility, designate an adult volunteer to accompany them and other adult volunteers to supervise remaining youth program participants.
6. Inform District Governor and determine if there may be any media coverage and activate a media crisis response protocol.
7. Inform all members of the DLT to help manage the 'rumour mill', ensuring all remain on message.

Level III – Critical Injury/Accident: The emergency (or perceived emergency) presents a significant or critical health or safety risk and requires immediate medical intervention or life-saving procedure.

1. Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident.
2. Immediately contact emergency medical services
3. Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if safe to do so or needed.
4. Ensure that other youth program participants are being supervised while attending to the needs of the injured person(s)
5. As soon as practical, contact the parent/guardian/next of kin and District Insurance Officer
6. Designate an adult volunteer to accompany the person(s) to a hospital or emergency medical facility and designate other adult volunteers to supervise remaining youth program participants.

7. Inform the District Youth Protection Officer and District Governor and determine if there may be any media coverage and activate a media crisis response protocol.
8. Inform all members of the DLT to help manage the 'rumour mill', ensuring all remain on message.
9. Report the injury/accident to Rotary International within 72 hours of the injury/accident.

Level IV – RYE specific

1. Enact protocols based on the assessed Level, above.
2. If the incident occurs while student is within the host family or club environment, the student counsellor/mentor will notify the RYE Chair who will notify the appropriate District officer (Youth Protection Officer, District Insurance Officer), and the DG.
3. The RYE Chair will ensure the parent/guardian is notified of the incident and the measures being taken for the safety and wellbeing of the student as soon as practical, and within 72 hours and the RYE Chair will ensure the appropriate policy measures are completed.

b) Physical Health Emergencies and Natural Disaster (e.g., Pandemic, Wildfire, flooding or similar)

Level I – Monitor: The emergency (or perceived emergency) does not currently directly impact participants or volunteers and is perceived to be a contained/isolated situation.

1. Distribute or communicate information to volunteers, students, their parents, and RI as to how the emergency is impacting/has impacted nearby cities, countries, etc., to create awareness and educate stakeholders on how to protect themselves, and to assure them that the situation is being monitored by the CMT.
2. Continue to monitor developments, including any alerts and updates issued by federal, state, and local government agencies for further guidance.

Level II – Plan: The situation does not yet directly impact participants or volunteers but has developed or progressed/spread to other areas and is no longer isolated or contained.

1. Activate crisis team to monitor developments, prepare for and plan for next level of severity.
2. Prepare formal communication to individuals who express concerns about the developments, as well as a proactive, informational communication to all stakeholders (volunteers, students, and parents/next of kin)
3. Identify the criteria that would require activities, such as in-person gatherings or travel to be postponed or cancelled.
4. Identify the criteria that would require program participants to self-isolate, quarantine, seek medical treatment, or be repatriated.
5. Develop a specific plan based on the criteria identified should the emergency spread to or directly impact your region, including participants and volunteers, and communicate this plan to all. The plan should include specific dates that actions will be taken if the situation does not improve or worsens.

6. Contact the DIO for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s) and to access any resources the carrier may have available.

Level III – Act: The emergency directly affects the district/region, students/participants, and volunteers.

1. Implement actions steps identified in Level II to prevent risk to students/participants or volunteers (e.g., cancelling activities, events, or travel)
2. Communicate emergency and contingency procedures to students/participants, volunteers, and parents.
3. Communicate emergency and contingency procedures to all relevant local, national, or international government or health agencies as necessary to coordinate repatriation or safe travel.
4. Contact the designated person responsible for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s) and to access any resources the carrier may have available.
5. Issue refunds or notice of cancellation for all pre-paid or registered events, trips, or other program-related costs.
6. Notify RI within 72 hours of any emergency medical treatment, hospitalisation, or repatriation of program participants related to the emergency.
7. Continue to monitor and adapt procedures as situation develops.
8. Continue to take direction from and follow advice from relevant state agencies such as Fire and Emergency Service Agencies.
9. Arrange for participants to return home while ensuring their continued safety.

V. CRISIS RESOLUTION

a. De-escalating a Crisis and Declaring a Crisis Resolved:

The DG is responsible for de-escalating a crisis (moving a crisis from a higher level to a lower level) and declaring a crisis resolved, taking into account advice from emergency service agencies, according to the following:

- De-escalating a crisis: a crisis level will be moved from a higher level to a lower level, when appropriate, when all steps in the response protocols have been followed, but there is still a need to maintain a level of crisis awareness or response, and that response is more appropriate to the protocols described by a lower level. The DG will communicate with the Core CMT in the event of a de-escalation of a crisis and activate the notification protocols as necessary.
- Declaring a crisis resolved: a crisis will be deemed resolved when all steps in the response protocols have been followed, there is no immediate risk to program participants and volunteers, and there is no need to maintain a level of crisis awareness or response. The DG will communicate with the Core CMT in the event of a resolution of a crisis and activate the notification protocols as necessary.

b. Debriefing:

Immediately following a resolved crisis, a crisis simulation, or a narrowly avoided crisis, the Core CMT shall conduct a debriefing. Members of the Additional CMT may also be included, as necessary. The purpose of the debriefing is to ensure the response protocols were followed, if there are any action steps needed as a result of a crisis resolution, including, but not limited to, making updates to the crisis management plan, and conducting emergency trainings.

Note: Debriefings can be formal or informal but should always include a thorough and honest assessment of the crisis response so that improvements can be made.

c. Updating the Crisis Management Plan and Emergency Training:

It is important to review the CMP annually. The plan shall be updated as follows:

- Annually prior to the start of the new Rotary year
- Following any changes to leadership or other youth protection policies.
- As a result of recommendations from a debriefing following a resolved crisis, a crisis simulation, or a narrowly avoided crisis.

Emergency (unscheduled) trainings shall be conducted as follows:

- Immediately following a resolved crisis when the results of a debriefing reveal a need to do so.
- If a crisis or emergency that involves young people is narrowly avoided, especially when the results of a debriefing reveal that youth protection policies or response protocols were not followed.

VI. OTHER IMPORTANT CONSIDERATIONS

a. Supporting Young People During a Crisis

Young people may require additional support, mental health counselling, or medical attention during or immediately following a crisis. It is important to check-in with young people who have experienced a crisis themselves as well as others who may have been present during an in-person emergency or who may also be indirectly impacted (friends, family, or others close to someone who experienced a crisis).

The following procedures should be followed during a crisis and immediately following a crisis:

- Assess the physical, mental, and emotional state of young people directly or indirectly impacted by a crisis.
- Be supportive but also respect the young person's right to privacy or confidentiality if there is no reporting requirement.
- Schedule a follow-up with anyone directly or indirectly impacted by a crisis with an appropriate person (Club counsellor/mentor, district Youth Protection Officer, etc.)
- Offer additional support services where required. As an example, this could include counselling for mental health support.

b. Administrative Protocols

Reporting: All required reporting (district-level, local, state/provincial, national, international, and RI) shall be completed within the designated required timeframe.

Record-keeping: An official record of a crisis response, including the corresponding completed debriefing questionnaire, along with any other relevant materials (press/media releases, media coverage, insurance claim application forms, official letters, email correspondence, police reports, etc.) shall be filed along with other private and confidential reports, accessible to only those with a need to review the record.

c. Insurance and Expenses

Insurance: The district maintains liability insurance which can include coverage for bodily injury and/or property damage incurred in an emergency/crisis. Review the policy coverage/limits for additional information and policy reporting guidelines. All insurance-related questions or requests to submit a claim must be referred to the District Insurance Officer for processing.

Note: A RYE student's travel insurance that complies with Rotary Code of Policy provides medical, repatriation, and evacuation coverages. The DIO and the RYE Chair should be aware of and understand the policy requirements, and the process for activating coverage, reporting a loss, and submitting a claim. Where necessary the District will cover emergency expenses in the first instance and arrange recovery of these expenses once the crisis has passed.

d. Media Crisis Guidelines

In the event of a media inquiry, request for comment, interview, or other details related to a crisis, the designated media spokesperson shall be the DG, unless otherwise formally delegated. All volunteers should be instructed as part of their crisis training to not respond to or otherwise comment on a crisis situation and rather refer all inquiries to the designated spokesperson. All volunteers should refrain from commenting on or otherwise sharing published content involving a crisis and refer the content to the designated spokesperson.

e. Key points

- Timely, accurate and concise information is critical to effectively manage a crisis.
- Safety of program participants is the priority focus in the first instance.
- The District Crisis Management Team (DCMT) will manage all crises.
- The DG chairs the DCMT
- All DCMT members will ensure they are contactable at all times.
- All media enquiries to be directed to DCMT Chair
- In accordance with the District Media Policy the DG is the District Media spokesperson for all media enquiries, unless specifically delegated.

APPENDIX 1. ROTARY INTERNATIONAL GUIDELINES FOR YOUTH EXCHANGE EMERGENCIES

The below guidelines for Rotary Youth Exchange emergencies are provided by RI and should be read in conjunction with the District 9423 Crisis Management Plan.

Although they are rare, unfortunate emergency situations do occasionally arise during Youth Exchange activities. Preparation for any possibility is an essential part of a Youth Exchange program. How the student's family and the media perceive the emergency was handled will have a direct impact on the program. The following guidelines outline how to prepare in advance for a possible emergency, the individuals to contact should an emergency occur, and the steps to follow during an emergency.

Tips for Emergency Preparedness

- The district Inbound Counsellor/Placement Officer should have copies of the airline ticket and passport should the student be traveling or in case the student's documents are not accessible through the club counsellor/mentor.
- The district Inbound Coordinator/Placement Officer should obtain consent from the student's parents or legal guardians to reissue a student's passport in the event it is lost, stolen, or inaccessible at time of departure.
- The district Inbound Coordinator/Placement Officer should share with the sponsoring Youth Exchange Officer the student's itinerary and know who will meet the student at the airport upon arrival.
- The District Inbound Coordinator/Placement Officer and current host family should know details regarding all of the student's travel plans and should ascertain that these travel plans have been approved by the natural parents/legal guardians of the student, especially if the student is traveling to another city or country during the exchange.
- The student's parents should issue a written authorisation letter (or powers of attorney) naming the host Rotarian counsellor/mentor, host families, and another Rotarian of the host/receiving club (preferably the host club president), any of whom is to act for the parent in the event of injury or death. This is very important because most government departments and local authorities require it. Some districts have the parents/legal guardians sign a number of parental consent forms separate from the application form to ensure that each host family and counsellor/mentor has a copy of the form. The letter should also authorise the incurring of:
 - Funeral expenses (cost of claiming body, embalming, casket, compliance with legal and government fees, and transportation of casket/body, cremation cost, etc.) to be reimbursed from the insurance policy.
 - Expenses of authorized persons (Rotarian counsellor/mentor and/or host parent) to act on behalf of parent (transportation and hotel charges for travel to place of accident, etc.), to be reimbursed from the insurance policy. The handling of expenses is important as not every host club can afford to incur such immediate expenses. The ability of the club or district to handle immediate costs can prevent a tragic situation from becoming worse. The host Rotarian is committed to treat the student as though he/she is his/her own child and will do everything a natural parent would do if faced with similar circumstances. However, if a host Rotarian has to spend a substantial

amount of money for immediate needs, other Rotarians may be discouraged from becoming host parents and counsellors/mentors in the future.

APPENDIX 2. CLUB ROLE AND INVOLVEMENT IN CRISIS RESPONSE

This appendix provides guidance for a club where a student they are supporting/hosting in involved in or impacted by a crisis situation.

The Club plays an important role in responding to a crisis. Each club's Youth Committee will act as the initial Crisis Management Committee at a club level. Each committee member should be aware of the District Policies and Plans on Crisis Management. A crisis will however be quickly escalated to the District Crisis Management Team.

When a tragic event occurs, things need to be done quickly. Tasks should be assigned to the various members of the club committee/district CMT. The important thing is to document the crisis details and inform the DCMT immediately, so the DCMT can take over the management and handling of the crisis.

Suggested Club Crisis Management Team members are listed below. Your Club may choose to add other persons to your Committee as the need arises.

- Club Youth Director (or equivalent)
- Club Counsellors/Mentors (both inbound and outbound)
- Other Club Youth Committee members
- Club President
- Club Youth Protection Officer
- Current Host Parents

The Club should work with the District Crisis Management Team to ensure payment for any expenses incurred are paid immediately. The DCMT should approve the expenses to be incurred. In the case of a RYE related incident, the District Youth Exchange Committee will support the Club, as long as the DCMT is involved in the decision to incur the expense.

The goal is to not add burden to the student's family in the midst of the crisis. The matters need to be handled and after the immediacy of the crisis situation has been resolved, the Club and District can work together to resolve the financial matters, such as pursuing insurance reimbursements, and requesting additional funds from the parents, or other suitable resolution.

APPENDIX 3. RYE GUIDELINES

These guidelines are specific to Rotary Youth Exchange students.

Inbound Students

This guideline addresses an emergency or crisis situation involving an individual student or a group of the District's RYE inbound students.

In the event of a crisis such as death, serious injury, serious illness, natural or other disaster or other problem deemed serious by the Host Club, the Host Club Youth Exchange Officer (YEO) shall contact the RYE Chair immediately and provide the following details at a minimum:

1. Name of student(s) involved.
2. Home country of student(s) involved, including sponsor district number(s), if possible.
3. Host Club name(s).
4. Name and contact information for local Rotarian(s) to be contacted in this specific emergency.
5. Sufficient details involving the crisis.

Be sure to take a few moments to document and make written notes of what happened (answer the questions of who, what, when, where, why and how as specifically as possible) and to outline next steps. Thinking through a plan of action before anything further is done will help to avoid problems later.

Upon notification of the crisis, the RYE Chair will advise the District Governor who will immediately take over management of the crisis, including:

1. Managing all necessary internal (within District) communications:
 - Contact all members of the District Crisis Management Team and relay crisis information and status updates throughout the crisis.
 - Request any necessary assistance from team members relative to the crisis. This may include research or other procedures. The DCMT may also include or ask for assistance from the Club and others outside of the District Crisis Management Team. All parties will work together to create solutions. The team should use the Rotary International "Guidelines for Youth Exchange Emergencies" as a baseline.
 - Communication should also be extended to all other members of the District 9423 Youth Exchange Committee not affected by the crisis.
2. Managing all necessary external (out of District) communications:
 - Contact and relay crisis information to Rotary International and provide status updates throughout the crisis.
 - Contact and relay crisis information to RYEA and provide status updates throughout the crisis.
 - Contact and advise others such as Embassy/Consulate for the student.
 - Contact and advise counterpart officers in student's Sponsoring District.
 - Contact insurance companies, if appropriate

3. Others who may need to be informed and not necessarily identified previously above include:

- Parents/Legal Guardians
- Host family(ies), club counsellor/mentor
- Host and Sponsoring District Governors
- Host Rotary Club
- Local Rotary Club (if crisis occurs while away from the host area)

Outbound students

This guideline addresses an emergency involving a District 9423 student or students hosted by a District or Districts overseas.

In the event someone is notified of a crisis such as death, serious injury, serious illness, natural or other disaster or other serious problem involving a District 9423 Outbound Student, the person who receives the information shall contact the DG immediately and provide the following details at a minimum:

1. Name student(s) involved.
2. Name of Sponsor Rotary Club in District 9423.
3. Name of Host Rotary Club(s) of student(s) involved, including host district number, if possible.
4. Name and contact information for the Responsible Officer for the overseas region where the crisis is occurring and who should be contacted in this specific emergency.
5. Sufficient details involving the crisis.

Be sure to take a few moments to document and make notes of what happened (answer the questions of who, what, when, where, why and how as specifically as possible) and to outline next steps. Thinking through the plan of action before anything further is done will help to avoid problems later.

Upon notification of the crisis, the DG and the DCMT will immediately take over management of the crisis, including:

1. Manage all necessary internal (within District) communications:
 - Contact all members of the District Crisis Management Team and relay crisis information and status throughout the crisis.
 - Request any necessary assistance from team members relative to the crisis. This may include research or other procedures. The team should use the Rotary International "Guidelines for Youth Exchange Emergencies" as a baseline.
 - Communication should also be extended to the current District Governor and all other members of the District 9423 Youth Exchange Committee not affected by the crisis.
2. Keep in contact with the Responsible Officer for the region where the crisis is occurring and work through the Responsible Officer to resolve the crisis.
3. Others who may need to be informed and not necessarily identified previously above include:
 - Parents/Legal Guardians

- Host family(ies), club counsellor(s)/mentors
- Host and Sponsoring District Governors
- Host Rotary Club
- Local Rotary Club (if crisis occurs while away from the host area)

APPENDIX 4. CONTACT LIST FOR DISTRICT 9423 CMT, YOUTH PROGRAM CHAIRS, AND KEY GOVERNMENT AGENCY PERSONNEL

This contact list should be updated annually or anytime a change is made in district leadership. This list should be distributed to everyone listed below and anyone who may need to contact those on this list in the event of an emergency (students/participants, parents/next of kin, host families, onsite medical personnel, etc.)

Role	Name	Email	Mobile	Notifies
Core Crisis Management Team				
District Governor (DG)				
District Governor Elect (DGE)				
District Youth Protection Officer (YPO)				
District Youth Programs Coordinator (DYPC)				
District Youth Exchange Chair (DYEC)				
Additional Crisis Management Team				
District Insurance Officer (DIO)				
District Legal Officer (DLO)				
District Media Office (DMO)				
RYLA Chair				
Interact Chair				
RYE Inbound Coordinator				
RYE Outbound Coordinator				
Other Key Contacts				
WA Health				
TIWA				
WA Police				
Aus Fed Police				

APPENDIX 5. CRISIS INCIDENT DEBRIEF FORM

This Form should be completed at the time of the Crisis debrief by a member of the CMT designated at the time by the DG.

Section 1 – Crisis Overview

Crisis Type:	
Crisis Level:	
Brief description :	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Date(s) occurred:	

Section 2 – Crisis Response Checklist

<input type="checkbox"/> Yes	<input type="checkbox"/> No	1. Was the crisis type and level appropriately identified?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	2. Was the crisis level appropriately escalated/de-escalated?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	3. Were the response protocols followed according to the crisis type/level?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	4. Were the notification protocols followed appropriately?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	5. Were the reporting requirements followed appropriately?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	6. If reporting required: Was a report submitted to RI within 72 hours?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	7. Was the Insurance Officer and Insurance provider notified?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	8. Was the crisis resolved appropriately?

Where an answer above is marked “No” please describe reasons below:

Example: 1. At first, we thought the crisis was only a Level 1, but after reviewing it again we determined it was actually a Level 2.

Section 5 – Acknowledgments

The undersigned acknowledge that they have participated in the crisis debriefing and agree to any follow-up actions described in Section 4.

Name	Signature	Date