DISRUPTIVE PASSENGER
BEHAVIOUR GUIDE

FOR EMPLOYEES AND EMPLOYERS

Produced by the Domestic Ferry Safety
Indicator Steering Group (DFSI)

| Contents

Photo credit: Red Funnel Group

Foreword

It has been my pleasure to Chair the DFSI Steering Group since its inception in 2022, working as part of the five founding members to create a tool where safety data can be shared in a safe, secure, and private way by UK domestic ferry operators. The aim of this group is to learn from one another as we enhance our safety culture collectively.

Over the last two years we have welcomed three new members and achieved so much more than the original brief. This would not have been possible without the support and secretariat of the UK Chamber of Shipping. I am truly thankful to them for believing in our idea and helping us make it a reality.

Through our collaborative approach to sharing safety data and trending incidents the DFSI identified the need for a resource which captures best practice when disruptive passenger behaviours are encountered. There has been a significant increase in reported incidents of this nature across our members which has ultimately resulted in a negative impact on the wellbeing of our crew members and shoreside teams.

This guidance document is intended to support and educate crew members, shoreside teams and their employers in the tools and techniques available when interacting with passengers who are displaying disruptive behaviours and how to best support individuals with aftercare post such incidents.

The guide is the culmination of work by the founding operators, Red Funnel, NorthLink, Wightlink, Hovertravel and CalMac Ferries who reached out across their organizations to deliver relevant, meaningful, and useful content. A special thanks must go to Lewis Grant, Passenger Operations Manager at Red Funnel for his dedication to the project and championing his team.

Leanna Lakes,
Operations Director,
Red Funnel Group,
DFSI Chair

Introduction

Several factors have contributed to the increase in disruptive behaviour among ferry passengers in recent years. Evidence has shown these include heightened stress levels, alcohol consumption, overcrowding, and a general shift in social norms. Understanding and addressing these factors are crucial for effective mitigation.

By working together and drawing from the collective resources available, this disruptive passenger behaviour guide is designed to support and educate frontline staff and their employers in how best to manage potentially disruptive passengers by defusing situations as quickly and as effectively as possible, thus minimising any risk or distress to staff or others.

Number of domestic ferry passenger incidents

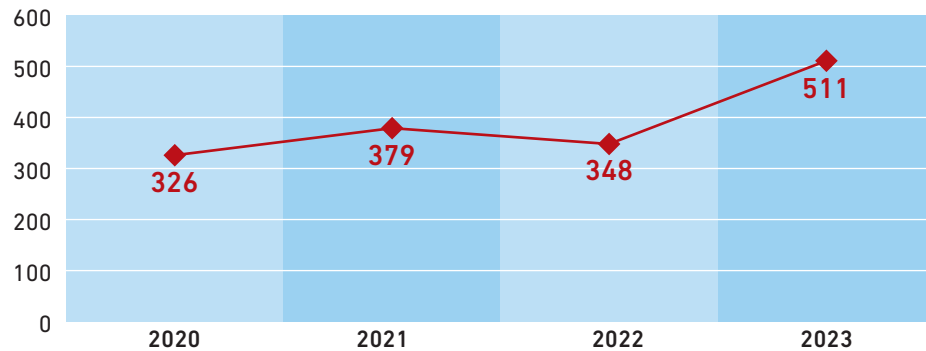| Year	Incidents
2020	326
2021	379
2022	348
2023	511

Photo credit: Red Funnel Group

Format

Section 1 is designed to recognise and assist frontline staff in managing potentially disruptive passengers, and Section 2 is designed to advise and recommend to employers what techniques can be employed to support their frontline staff and mitigate incidents before, during and after the journey. Each individual ferry operator is likely to have their own unique customer service policy and procedure, depending on their typical clientele, destinations and mission statement. This guide provides a general approach to managing disruptive behaviour and encourages employees and employers to collaborate on the matter.

Covid-19

The increase in disruptive behaviour on ferries since Covid-19 can be largely attributed to heightened stress, anxiety and a radical change in day-to-day life caused by the pandemic. This included concerns about health and safety measures, potential changes in travel regulations, and the overall impact the pandemic had on mental health and wellbeing. These factors have shown to have had a lasting impact since pandemic restrictions were lifted and have contributed to passengers exhibiting more challenging behaviours during ferry travel.

Mitigation

Mitigating disruptive behaviour on ferries involves a multi-faceted approach. Strategies may include enhanced staff training in conflict resolution, implementing clear and consistent rules, increasing visible security measures, promoting awareness of consequences for disruptive actions, and addressing underlying factors such as stress or overcrowding. This guide reflects a collaborative effort between various ferry operators and aims to advise on essential methods and techniques for effective mitigation from the point of view of the employee and employer.

Photo credit: NorthLink Ferries

SECTION 1 | Guidance for employees

Collective data across all ferry operators involved in creating this guide has shown that both alcohol and stress are the two main contributing factors to aggression from passengers. This section of the guide will highlight how and what you can do in these situations.

1.1 | How alcohol contributes to aggression

Carrying passengers who are intoxicated or have drunk to excess can lead to situations that are difficult to deal with, which can put crew and other passengers at serious risk of harm. This could be exhibited with threatening verbal behaviour that impacts the wellbeing of others, or physical assault. Thankfully the latter is very rare, however the effect it can have on staff or crew can lead to time off work.

The impact of verbal assault, not only due to alcohol but because of stress, can be as traumatising as physical assault, and should never be underestimated.

The impact of drinking alcohol on aggressive or violent behaviour is complex. Many people who drink are never violent and even those who do become aggressive won't do so all the time. However, there is strong evidence of a link between alcohol and aggression.

There are several ways that alcohol affects your body that can contribute to aggression:

▶ **Alcohol can narrow attention and stop the bigger picture being seen**
You may miss social and environmental cues that help you to interpret situations rationally (known as 'alcohol myopia') and give less attention to the wider consequences of immediate actions. This means someone who's drunk might 'rise to the bait' rather than thinking of the consequences, and become angry or violent, even over something they would normally shrug off.

▶ **The way you process information is affected by drinking alcohol**
After drinking alcohol, you are more likely to misinterpret other people's behaviour. This could be the reason why drunken fights can start over little more than bumping into someone at a bar.

▶ **Alcohol suppresses inhibition, making it harder to think straight**
Drinking affects your brain chemistry. Small amounts of alcohol can cause initial feelings of relaxation, but what's actually happening is that alcohol is suppressing activity in parts of the brain associated with inhibition. Any warning signals that may normally kick in ('inhibition') are less likely to work, and you may be more likely to find yourself in confrontational or even dangerous situations. The more you drink the higher the chance it can cause feelings of tension and anxiety because of effects on the chemicals produced in the brain.

1.2 | Handling alcohol-related aggression

Preventative actions

▶ **Drunk at check-in/boarding**
The most obvious way of reducing any risk to crew and other passengers is that if a passenger turns up at check-in or boarding in a drunken state, then consideration should be given to refuse passage and the passenger is asked to return for a future sailing, and in a state of sobriety.

▶ **Welcome on board**
On a particularly long boarding, a senior or experienced crew member should always form part of the meet and greet team. This gives the opportunity to identify and chat to any drunk passengers that may have passed through check-in unnoticed. In quicker boarding situations, a senior member of the passenger service crew should be on hand or nearby to monitor all passengers as they board. Any appropriate findings should be communicated to the passenger services' crew or next most senior member of the team swiftly to assist with identifying any potential problem passengers.

Photo credit: Red Funnel Group

Photo credit: NorthLink Ferries

When situations arise

Photo credit: Red Funnel Group

▶ Keeping it calm
If a passenger raises concern or looks as if they're about to cause a scene, respond in a calm, quiet manner. Sometimes all it takes is a simple request from ship's crew to stop a certain behaviour. There is nothing more counterproductive than embarrassing or provoking an upset passenger as it could just escalate the problem.

▶ Stop serving alcohol
Intoxicated passengers are something all Passenger Service crew will come across at some point in their working life. Whether it's a bunch of friends at the start of a holiday, a group of work colleagues letting their hair down after a long stint at work or an apprehensive traveller, sometimes people will overindulge. Drunk and disorderly behaviour during a voyage is unacceptable and you're within your rights to refuse to serve alcohol to anyone visibly intoxicated. Maintain your composure and stay polite but firm.

Don't forget to log all alcohol sales refusals and also brief your colleagues when you refuse a passenger alcohol and monitor groups to ensure alcohol isn't being bought by a third party within any groups.

If a passenger complains to a senior member of crew that they have been refused the sale of alcohol, then the senior member of crew should be seen to support the crew member's decision, unless the situation is such that a clear error has been made or that there has been a case of mistaken identity.

▶ Removing the disruptive passenger
If there is an issue that might be resolved by removing a passenger from a busy area, it's always worth considering. If the passenger has a cabin, then they should be encouraged – in a courteous manner to retire to their cabin. If they do not have cabin accommodation, then a suitable quiet area should be considered where possible to de-escalate the situation. If the disruptive passenger is travelling with others, then it may be worth asking their travelling companions to manage the situation if appropriate.

If the ship is still alongside, consideration could also be given to remove the passenger(s) from the vessel entirely.

▶ Be aware
Often, the 'problem' passenger may never present themselves at the bar, as their travelling companions may be the ones 'getting the rounds in'. It is highly advised that crew chat while clearing tables or passing through the accommodation. This doesn't only give an overall picture of what is happening in the bar area, but also allows crew to start building up a rapport with passengers, which in turn can have positive outcomes if it comes to the refusal of sales.

"**I thought the drunk passenger was going to punch me, thankfully he didn't. All I did was ask him to lower his voice. That was two years ago now and I still worry whether he will threaten me again if he drinks too much the next time he sails with us**".
Passenger Services Manager (Male)

1.3 | How stress and stressful situations can lead to aggression

Your heart pounds faster, muscles tighten, blood pressure rises, breath quickens, and your senses become sharper. These physical changes increase your strength and stamina, speed up your reaction time, and enhance your focus, preparing you to either fight or flee from the danger at hand. This can be a direct result of some passengers just having had a stressful day, whether it is being held up in traffic, a delayed crossing, or a sudden change in their personal circumstances.

1.4 | Handling stress-related aggression

Preventative actions

▶ Use distraction
A good technique when dealing with customers and reducing any stress is to distract them. Ask them about how their day has been, how did they get here, did they have a long journey etc. It may not always work, but keeping communication friendly is key.

Getting to know a passenger can be a worthwhile and effect distraction; do they smoke, if so, accompany them to a designated smoking area and have a chat about things in general. Some historical positive outcomes have come about from chatting about family, work life and general interests, basically steering the conversation in a positive and calm direction.

▶ Keeping it calm
If a passenger raises concern or looks as if they're about to cause a scene, respond in a calm, quiet manner. Sometimes all it takes is a simple request from ship's crew to stop a certain behaviour. There is nothing more counterproductive than embarrassing or provoking an upset passenger. It could just escalate the problem.

When situations arise

▶ Show compassion
It is not just intoxicated passengers that can cause problems, nervous and stressed travellers are also a common occurrence. The most important thing is to acknowledge them and empathise. Explain that it's your job to keep them safe and reassure them that ships operate according to strict safety rules.

Anxiety can manifest itself as aggression or frustration so it's essential that crew are compassionate and equipped to handle difficult emotions.

▶ Answer questions
Conflict can arise if passengers are stressed due to delays or cancellations or poor weather, disrupting their travel plans. If this is the case, you can offer helpful advice and reassurance. Don't forget that you are used to life on board ship, but passengers may not understand as well as you.

▶ Talk to a colleague
A problem shared is a problem halved. Ask a colleague for advice.

It won't always be intoxicated passengers that are challenging, you're bound to sometimes get passengers who are just difficult! Take a deep breath, deal with their query or complaint, and then by all means go and vent to a colleague. They'll understand and may want to let off steam too!

Wisdom comes from experience. Although it might seem daunting at first, handling problem scenarios is something that will come naturally as you gain more experience and you'll be able to take it all in your stride.

▶ If all else fails, notify the Bridge
If you've used every trick up your sleeve and passengers are refusing to calm down, you may be left with no other option but to notify the Bridge. Masters can consider diverting to offload disruptive passengers if they're displaying aggressive or threatening behaviour.
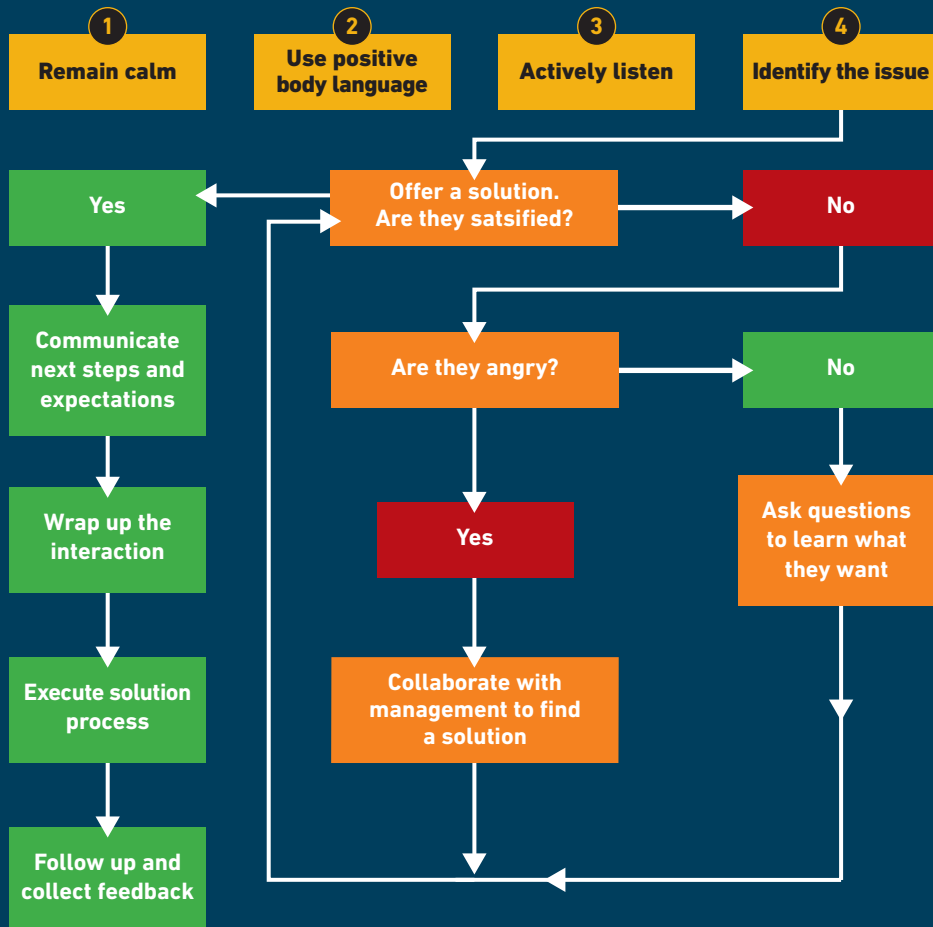
Alternatively, if a passenger becomes excessively unruly during a voyage, the police can be informed in advance before berthing, and may be waiting at the destination port to deal with the problem passenger before disembarkation. The police should always be notified if a passenger has breached the Merchant Shipping Act 1995 Section 101 Offences in connection with passenger ships and Section 102 Power to exclude drunken passengers from certain passenger ships.

Photo credit: Red Funnel Group

1.5 | How to handle difficult customers

Frontline staff are key to managing difficult customers, and it's important to note the difference between someone complaining and being aggressive. Aggressive behaviour is not acceptable and should not be tolerated. The below provides guidance on steps to effectively manage difficult customers and hopefully prevent them from becoming aggressive:

1 Remain calm

2 Use positive body language

3 Actively listen

4 Identify the issue

Offer a solution. Are they satsified?

Yes → Communicate next steps and expectations → Wrap up the interaction → Execute solution process → Follow up and collect feedback

No

Are they angry?

No → Ask questions to learn what they want

Yes → Collaborate with management to find a solution

Instead of...

- ✖ "I don't know..."
- ✖ "I can't..."
- ✖ "You'll have to..."
- ✖ "Calm down..."
- ✖ "You'll have to..."

Photo credit: NorthLink Ferries

Say...

- ✔ "Great question, I'll find out."
- ✔ "What I can do is..."
- ✔ "Would you mind..."
- ✔ "I understand why you feel that way..."
- ✔ "I apologise for the frustrating situation..."

Communication	Empathy	Patience	Adaptability

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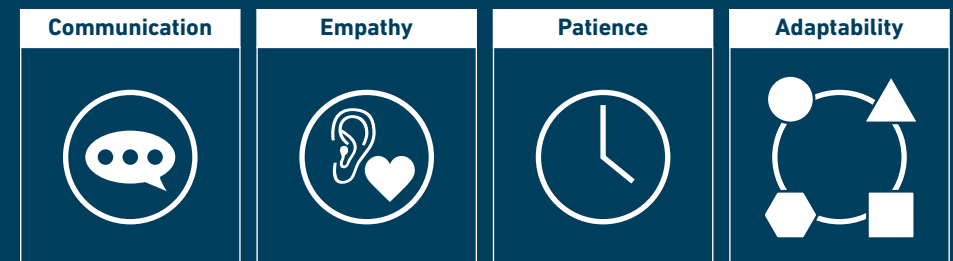
SECTION 2 | Guidance for employers/operators

Collective data across all ferry operators involved in creating this guide has shown that employing strategies before, during and after the journey can be effective in reducing disruptive behaviour from passengers. This section of the guide will highlight what techniques can be adopted to support frontline staff and other passengers affected at all parts of the journey.

2.1 | Before the journey

To mitigate and perhaps prevent passenger disruption on ferries before the journey, ferry operators can focus on more proactive than reactive measures. This includes thorough communication of rules and expectations, visible signage, pre-trip announcements emphasizing code of conduct, and promoting an understanding of consequences for disruptive behaviour.

Online booking platforms could also include guidelines, and staff can undergo training to identify potential issues early. Creating a positive and informative pre-journey environment contributes to a smoother travel experience.

Technology

Technology can play a significant role in mitigating disruptive behaviour on ferries:

- Implementing surveillance systems with cameras can deter inappropriate conduct and provide evidence if incidents occur.
- Digital signage and announcements can convey behavioural expectations to passengers.
- Mobile apps or SMS alerts can deliver real-time updates on safety protocols and expected conduct.
- Additionally, online reporting systems can empower passengers to communicate concerns discreetly, facilitating quicker response from ferry staff or security.

Leveraging technology enhances overall safety and helps create a more secure travel environment.

Photo credit: Red Funnel Group

Campaigns

Campaigns aimed at reducing disruptive passenger behaviour on ferries can be effective by employing strategies such as:

▶ **Education and awareness**
Develop campaigns that educate passengers about expected behaviour, safety protocols and the consequences of disruptive actions.

▶ **Clear communication/conditions of carriage**
Utilise various channels, including social media, posters and announcements, to consistently communicate behavioural expectations and encourage a respectful atmosphere. Consider including this in the organisation's conditions of carriage.

▶ **Community engagement**
Foster a sense of community among passengers by emphasising shared responsibility for a positive travel experience. Encourage mutual respect and consideration.

▶ **Interactive material**
Create engaging and interactive materials, such as videos or infographics, to convey behavioural guidelines in an easily digestible format.

▶ **Collaboration with authorities**
Partner with law enforcement and local authorities to support campaigns and enforce regulations, creating a unified approach to passenger behaviour.

Effective campaigns can influence passenger attitudes and behaviours, contributing to a more pleasant and secure ferry travel experience.

Video stills credit: CalMac Ferries Limited

PEOPLE BEHIND THE JOURNEY

Training

Photo credit: Red Funnel Group

Training staff to deal with disruptive passengers is crucial for several reasons. Well-trained staff can:

▶ Ensure passenger/mutual safety
Trained personnel can respond promptly and effectively to maintain a safe environmental for all passengers in the event of disruptive behaviour.

▶ Conflict resolution
Staff training equips them with skills to de-escalate conflicts, addressing issues before they escalate and minimising disruptions.

▶ Communication skills
Proper training helps staff communicate expectations clearly, providing guidance on appropriate behaviour and consequences for non-compliance.

▶ Customer service
Trained staff contribute to an overall positive customer service experience, fostering a welcoming atmosphere that can deter disruptive behaviour.

Investing in staff training is an essential component of creating a secure and pleasant ferry travel environment for passengers.

Case studies

Case studies can be valuable tools to deter disruptive behaviour by offering real-life examples of the consequences associated with such behaviour. Here's how:

▶ Illustrating consequences
Case studies can showcase actual incidents, detailing the legal, financial or safety repercussions faced by individuals who engaged in disruptive behaviour. This provides a tangible understanding of the potential fallout.

▶ Raising awareness
Sharing case studies through various channels, such as on-board materials, websites or social media, helps raise awareness among passengers about the serious repercussions of disruptive behaviour.

▶ Educational value
Case studies can be incorporated into staff training programs, enhancing their ability to effectively communicate the importance of maintaining a respectful and safe environment for all passengers.

▶ Behavioural change
When passengers see the real-world impact of disruptive actions, it can act as a deterrent, influencing their behaviour and encouraging a more considerate approach during ferry journeys.

By leveraging case studies strategically, ferry operators can contribute to a culture of responsibility and discourage disruptive behaviour.

Photo credit: NorthLink Ferries

2.2 | During the journey

Mitigating disruptive behaviour during a ferry journey involves a combination of proactive measures, swift responses and strategies such as:

▶ **Visible security presence**
Ensure a visible security presence on board to deter potential disruptions and reassure passengers of their safety.

▶ **Regular announcements**
Make regular announcements reiterating behavioural expectations, safety guidelines and consequences for disruptive actions throughout the journey.

▶ **Well defined policies**
Clearly communicate and enforce policies regarding alcohol consumption, noise levels and other potential triggers for disruptive behaviour.

▶ **Staff training and equipment**
Equip crew with proper training to identify and address disruptive behaviour promptly. Provide them with the tools for effective communication and conflict resolution.

▶ **Passenger engagement**
Foster a positive and engaging environment through activities or entertainment options, reducing boredom and potential frustration amongst passengers.

Photo credit: Red Funnel Group

Body cam technology

Body camera technology can deter disruptive behaviour from passengers in several ways:

▶ **Accountability**
Knowing they are being recorded, passengers are less likely to engage in disruptive behaviour as they know their actions are being documented, which can be used as evidence if needed.

▶ **De-escalation**
The presence of body cameras can encourage both passengers and crew to de-escalate situations more calmly, knowing that the encounter is being recorded and could be reviewed later.

▶ **Evidence collection**
In the event of an incident, body camera footage can provide clear evidence of what occurred, helping authorities to resolve disputes and take appropriate action.

▶ **Preventative effect**
There mere presence of body cameras can deter disruptive behaviour before it even occurs, as passengers are aware of the potential consequences. This can also provide reassurance for the crew.

Overall, body camera technology serves as an effective deterrent and promotes accountability in the event of an incident.

2.3 | After the journey

Aftercare for staff following incidents of passenger disruption is essential for their well-being, morale and professional development. It acknowledges the challenges they faced during the incident and demonstrations organisational support. Providing aftercare can prevent burnout, improve retention and foster a positive work environment. Additionally, it encourages continuous improvement by gathering feedback and insights from frontline employees to better handle future incidents.

Aftercare is equally important for customers affected by disruptive incidents and is paramount for their trust and loyalty to the organisation. It shows empathy, accountability, and a commitment to addressing and resolving their experience and operators are encouraged to have protocols in place for contacting and supporting customers affected.

Aftercare for affected customers

Aftercare is equally important for customers affected by disruptive incidents and is paramount for their trust and loyalty to the organisation. It shows empathy, accountability, and a commitment to addressing and resolving their experience and operators are encouraged to have protocols in place for contacting and supporting customers affected.

Photo credit: CalMac Ferries Limited

Effective aftercare for staff

▶ **Acknowledgement and support**
Operators should in the first instance consider recognising the challenges and stress faced by staff during incidents of passenger disruption. This can include offering emotional support counselling services or access to resources for coping with stress.

▶ **Internal Mental Health First Aiders**
Trained mental health first aiders can promote early intervention by identifying signs of mental distress or crisis within the organisation, allowing for timely intervention and support. Having these first aiders can also reduce the stigma associated with mental health issues in the workplace, which can be common following incidents of disruptive passenger behaviour. Employees may feel more comfortable seeking help from someone they know and trust within the organisation.

Mental Health First Aider
MHFA England

▶ **Employee Assistance Programmes**
EAPs also offer early intervention for employees experiencing personal or work-related issues, addressing concerns before they escalate into more significant problems, and can be a vital signposting tool for employers following incidents of passenger disruption. Many EAPs also offer a range of comprehensive and more specialised support, including counselling and referrals to community resources. They provide a confidential environment for employees to seek assistance without fear of judgement or repercussions and are easily accessible via phone, online or in person.

• **Clear communication and briefings**
Keep staff informed about the situation with updates and resolutions, especially if further action is to be taken or is being considered. Promote briefings at the earliest opportunity following an incident so that the appropriate feedback can be gathered and so the relevant Line Manager can assess the affected employee's suitability to resume work, including referrals to support if needed. Transparency builds trust and reduces anxiety.

• **Training and resources**
Provide additional training or resources to help staff handle similar situations better in future. This could include conflict resolution training, communication skills workshops or updated procedures.

• **Recognition and appreciation**
Acknowledge the efforts of staff who handled the disruption professionally and went above and beyond. This can boost morale and reinforce positive behaviour.

• **Feedback and Improvement**
Encourage staff to provide feedback on their experience and use it to identify areas for improvement in processes, communication or training.

• **Flexible scheduling**
Particularly for on board staff, assess their wellness to resume their duties and offer flexibility in scheduling or time off to allow them to recuperate and recharge after the stressful or traumatic situation.

• **Continuous support**
Maintain open lines of communication even after the disruption has been resolved. Check in with staff periodically to ensure they're coping well and address and lingering concerns or issues.

By implementing these measures, organisation can demonstrate a commitment to supporting and caring for their staff during and following challenging times.

2.4 | Defined responsibility

Photo credit: NorthLink Ferries

Operators should consider having clearly defined areas of responsibility for mitigating against and managing the impact of disruptive passenger behaviour that is also transparent across the organisation, both internally and externally.

▶ **Clarity and accountability**
Defined areas of responsibility ensures that everyone knows their role, avoids confusion and that tasks are addressed promptly and effectively. For employees in particular, it helps for them to know who they should go to in the first instance either during or following an incident.

▶ **Effective communication**
Clear delineation of responsibility facilitates communication across the organisation, enabling all stakeholders to share updates, progress and challenges more effectively. This promotes a cohesive response to incidents of disruptive behaviour.

▶ **Risk management**
Having defined areas of responsibility allows organisations to identify potential risks and vulnerabilities in their response plan. By assigning specific tasks to individuals or teams, organisations can mitigate risks and ensure a more robust and resilience approach and response to incidents of disruptive behaviour.

Specific procedural responses

Each individual ferry operator will have their own policy and procedure to prevent, mitigate and respond to incidents, but should consider a specific structured approach to incidents of disruptive passenger behaviour that includes at what point to involve law enforcement, for example:

Disruptive person categorisation

Category	Behaviours exhibited	Onboard actions	Company actions
A	▶ **Behaviours:** Inebriated, rowdy, or excessively loud. ▶ **Passenger impact:** No disruption. ▶ **Staff/service impact:** Not aggressive or abusive.	▶ Ship's Officer or Crew to remind passengers of appropriate behaviours. ▶ Restrict alcohol. If necessary close bar and outlets. ▶ If passengers do not modify behaviours, escalate to Level B.	▶ Incident report to trending. ▶ If specific repetitive Cat 'A's identified, further action will need to be considered, both internally and externally.
B	▶ **Behaviours:** Shouting, angry or initimidating. ▶ **Passenger impact:** Minor disruption. ▶ **Staff/service impact:** Attempted theft.	▶ Ship's Officer or Crew to continue to attempt to calm situation. ▶ Advise passengers that police may be called. ▶ Inform Duty Manager. ▶ Close bars and outlets if appropriate and limit alcohol.	▶ Warning letter sent to all passengers on booking to note behaviour and inform that any further instances will result in bans for travel. ▶ Repeat offenders shall be banned from travel for a specified period. ▶ Note added to customer profile and customer added to blacklist.
C	▶ **Behaviours:** Threatening or serious verbal abuse. Severely intoxicated (loss of faculties, unconscious). ▶ **Passenger impact:** Moderate disruption. ▶ **Staff/service impact:** Large scale or repeated theft.	▶ Ship's Officer or Crew to attempt to calm situation. ▶ Close outlets if necessary. ▶ Inform Duty Manager to return to port, divert and/or arrange priority berthing. ▶ Arrange Emergency Service attendance on arrival arrange priority berthing.	▶ Passenger shall be banned from travel for a specified period. ▶ Repeat offenders will be banned indefinitely. ▶ Passenger added to blacklist. ▶ Prosecution considered.
D	▶ **Behaviours:** Physical assault. Willful damage to property, terminal, or vessel. ▶ **Passenger impact:** Severe disruption and/or physically threatened. ▶ **Staff/service impact:** Physically threatened.	▶ Ship's Officer or Crew to attempt to calm situation. ▶ Close outlets if necessary. ▶ Inform Duty Manager to return to port, divert and/or arrange priority berthing. ▶ Arrange Emergency Service attendance on arrival.	▶ Passenger will be banned from future travel indefinitely. ▶ Passenger added to blacklist. ▶ Prosecute where possible.
E	▶ **Behaviours:** Riot and significant/multiple brawls. ▶ **Passenger impact:** Extreme disruption. ▶ **Staff/service impact:** Physically threatened.	▶ Consider General Emergency. ▶ Clear uninvolved passengers to outer decks and any other available spaces. ▶ Secure bridge and protect operational spaces. ▶ Where possible attempt to contain protagonists in single area. ▶ Protect crew and passengers. ▶ Contact Duty Manager to arrange Emergency Service attendance. ▶ Divert and/or arrange priority berthing.	▶ Passenger will be permanently banned from future travel. ▶ Passenger added to hotlist. ▶ Prosecute where possible.

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| Conclusion

Fostering a positive passenger experience on ferries requires a collaborative effort between employers and employees. By implementing clear communication strategies, establishing and enforcing appropriate policies, and providing effective training for staff, ferry operators can proactively address and prevent instances of poor behaviour among passengers.

Creating a welcoming and respectful environment onboard can help promote a culture of mutual respect and consideration among passengers. By prioritising passenger safety and comfort, ferry operators can enhance the overall journey experience for everyone onboard.

| Additional resources

- **UK Chamber of Shipping** – https://www.ukchamberofshipping.com
- **Mind Mental Health** – https://www.mind.org.uk/
- **UK National Maritime Occupational Health and Safety Committee** – Guidelines to shipping companies on violence, aggression, verbal abuse and threats against staff on passenger ships https://tinyurl.com/ytfdrubp
- **Health and Safety Executive** – https://www.hse.gov.uk/violence/
- **Occupational Safety and Health Administration (OSHA)** – https://www.osha.gov/workplace-violence

| Legal disclaimer

While the advice given in this document has been developed using the best information currently available, it is intended purely as guidance to be used at the user's own risk. The UK Chamber of Shipping does not accept responsibility for the accuracy of any information or advice given in the document or any omission from the document or for any consequence whatsoever resulting directly or indirectly from compliance with or adoption of guidance contained in the document even if caused by failure to exercise reasonable care.

UNITING UK SHIPPING

We work to unite, promote and champion an environment for shipping in the UK to thrive, helping to deliver a greener world and a more prosperous nation. We are open to shipping companies of all sizes, sectors and flags.

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