



**The Scottish National Sports Centre:
Glenmore Lodge**

**SAFETY POLICY and GUIDELINES FOR
INSTRUCTORS 2019**

Updated December 2018

sportscotland
The Scottish National Sports Centre:
Glenmore Lodge

Safety Policy: The Client Partnership

- 1 All courses at Glenmore Lodge are planned and supervised in a way designed to manage the risk of accident to both clients and instructors, while at the same time providing realistic, practical and beneficial training.
- 2 Outdoor activities, by their nature, contain a degree of hazard and risk and despite the greatest care accidents may still occur.
- 3 All clients on Glenmore Lodge courses should be aware that involvement places them at risk of accident and potential injury, possibly serious or even fatal. Under normal circumstances, unless otherwise informed, it is assumed that clients having enrolled on the course of their choice, are aware of and accept the inherent risk associated with the activity.
- 4 Instructors are responsible for the safety of their clients during periods of training or assessment. In order to manage the risk, all clients are requested to draw to the attention of the instructor(s) if they are unhappy or feel the activity is beyond their ability. No client, irrespective of circumstance, is required to undertake any aspect of the training or assessment and may withdraw from the course at any time.
- 5 Instructors are employed on the basis of their experience, and technical ability and will possess the relevant qualities and have received the appropriate training required to deliver the programme.
- 6 On rare occasions due to conditions the instructor may decide that to pursue the training on the hill or water is inappropriate. The management team will support the instructors' decision and we will work to provide relevant training in line with the broad aims of the activity.
- 7 During the training provided, instructors will use their reasonable endeavours to evaluate individual clients' ability and in the unusual event that the instructor deems the clients' ability is unsuitable for the training taking place, the client will be advised accordingly, and where possible alternative training more suited to their needs may be offered.
- 8 In order to facilitate safe practice, would all clients please note that in all circumstances the instructions provided by instructors should be followed.
- 9 All clients on Glenmore Lodge courses are required to declare if they have a medical condition or if they are using any medication.
- 10 **The foregoing terms and conditions will not affect any client's statutory rights. Please help us to help you. Enjoy your stay.**

The Scottish National Sports Centre: Glenmore Lodge Safety Policy and Guidelines for Instructors

SECTION 1

1. GENERAL SAFETY MANAGEMENT

1.1 This section covers generic guidelines to all outdoor training delivered by Glenmore Lodge. Guidelines and risk assessments are a part of an overall safety management system which extends from course content, planning and ratios, through to staff recruitment and selection, induction, training, deployment of staff, the Quality Assurance system, to communication systems, recording incidents, staff meetings, daily briefings and sharing of information on conditions, venues and logistics. It is a complex but interlinked system underpinned by an ethos of supporting staff and sharing knowledge, working towards the concept of “communities of practice” and “culture of excellence” regarding safety.

1.2 These guidelines will apply to all those employees and freelance contracted staff operating within or under the auspices of Glenmore Lodge, hereafter referred to as instructors.

These guidelines should be read in conjunction with the Glenmore Lodge Specific Activity Risk Assessments (see Appendix 1:), MTUK National Guidelines (Advice on Safety, Good Practice and the Use of Mountain Training Awards) which outlines safety and good practice in the mountains and related environments; and the BC Environmental Definitions & Deployment Guidance for Instructors, Coaches & Leaders ~~BC Terms of Reference document~~ which outlines safety and good practice for all paddlesport; and the British Cycling Code of Conduct and Health & Safety Guidelines.

1.3 Introduction and Philosophy

Glenmore Lodge is a world renowned resource in the outdoor industry, pioneering and energising adventure, for all students attending our courses, events or programmes.

1.4 “Adventure” is by definition a risky undertaking with an unknown outcome: “an exciting or unexpected event or course of events”. The remote environments in which Glenmore Lodge carries out its functions, mountains, lochs, rivers and the sea, adds significantly to this sense of unpredictability and uncertainty for all involved. Risk levels of the planned training for each group is different and is affected by a wide range of variables, it can change dramatically on a daily basis. More staff and students will be exposed to higher levels of risk in the winter than in the summer. The management of the process should be flexible and appropriate to the existing hazards and risks.

1.5 To reflect this remote and unpredictable environment, prescriptive statements or site specific information is avoided. Glenmore Lodge’s guidelines are designed to provide our instructors with a supportive and flexible framework within which they can make often complex yet effective decisions on the ground. This vital dynamic risk management approach is supported by the overall safety management system.

1.6 Unlike industry based risk management, outdoor instructors balance benefit and risk whilst they deliver realistic training. They employ a dynamic risk assessment process and are familiar with the concept of heuristics in decision making. These are well established in the profession as a core competence of an instructor and a key element of a risk management system for staff working in remote environments. The dynamic risk assessment process might be defined as:

The continuous process of identifying hazards, assessing risk, taking action to manage risk, monitoring and reviewing in an often rapidly changing outdoor environment.

(The industry definition of dynamic risk assessment is:

“The continuous process of identifying hazards, assessing risk, taking action to eliminate or reduce risk, monitoring and reviewing, in the rapidly changing circumstances of an operational incident.”).

2. SAFETY GUIDELINE PRINCIPLES

- 2.1 The guidelines have grown over nearly 3 decades to reflect our current operational methods and instructional staff practices which have been influenced by developments of:
- culture and practice within Glenmore Lodge and NGB programmes of training
 - culture and practice within outdoor adventure sports
 - the quality, experience and ability of the instructional staff employed
 - lessons learned
 - changes in equipment
- 2.2 All training at Glenmore Lodge is planned and supervised within the framework of the guidelines to make the activities as safe as reasonably practicable for both students and instructors, whilst at the same time providing appropriate, realistic, practical and beneficial training and experience.
- 2.3 The effectiveness of the guidelines depends on a clear understanding of the individual instructor's responsibilities in respect of their Duty of Care and the instructional task.
- 2.4 Instructors are employed or engaged at Glenmore Lodge on the basis of their experience and technical competence. In addition they should possess the relevant personal/instructional/coaching qualities and attend appropriate in house induction. Almost all instructors employed or engaged at Glenmore Lodge would be considered technical experts in their field.
- 2.5 The Head of Training / Chief Instructor are directly responsible for deploying, and managing, instructors on the Glenmore Lodge programme. They oversee the risk management structure and workforce compliance with these guidelines.
- 2.6 The Principal is responsible for the Health and Safety of all Glenmore Lodge operations.

3 THE ROLE OF THE DUTY MANAGER

- 3.1 The Duty Manager is an operational role responsible for overseeing the days training. The Head of Training and Chief Instructor share the majority of the role, the Principal, Heads of Discipline and senior instructors will also carry out the role from time to time. All staff in this role would be considered to be technical experts in their field.
- 3.2 The key daily role is to ensure the instructional team plan and deliver appropriate training in appropriate venues. The duty manager is responsible for facilitating the sharing of information about conditions, venues, and training plans for the day. All instructors are encouraged to be proactive in their contribution and, as appropriate, check and challenge each other in order to support the risk management system.
- 3.3 The final decision on an instructors' pre-departure plan is likely to involve a number of options based on the potential conditions encountered on the way to or at the venue options. The duty manager is not always in a position of having detailed knowledge of every activity and venue on every day. **It is the role of the duty manager to have explicit knowledge of the pre-departure plan, any pre determined alternatives and context of the training event.** In fulfilling their duties, the duty manager must be satisfied that there is sufficient quality to the instructor/s planning and that this planning has included reference to the key variable risk factors relevant to the venue on that day. Where the duty manager is not a technical expert within the activity being planned, they will ensure that the instructor, acting as the technical expert, has demonstrated sufficient situational awareness of

the venue and conditions to actively carry out a dynamic risk assessment during the day's activities. The Duty Manager is empowered to ask any instructor/s to re-plan their day's event and/or deny the instructor/s the authority to deliver the days training event where concerns are raised.

- 3.4 Maintain explicit knowledge of communication plan for away courses and remote working. Support these training activities in discussion with the lead instructor delivering the training. See section 10, 10.8 & 10.10:MANAGEMENT OF DAY TO DAY ACTIVITIES below.
- 3.5 Other tasks are:
- Lead and facilitate the morning meeting and recording instructor plans
 - Sharing and interpreting the conditions to be expected in the training areas
 - Co-ordination of deployment and recovery of all groups
 - Monitoring and supporting the training delivery as and when information is feed back from instructors
 - Managing the logistics to support the training
- 3.6 Where an instructor has been away from working at the Lodge for an extended period of time following induction or work, they should be given the necessary support and information to bring them up to speed with conditions, processes or procedures. This would usually be done by the Duty Manager/ Chief Instructor, Head of Training or Department Head. It may be appropriate to consider that they are deployed with another instructor who will be able to provide additional decision making support and team teaching opportunities.

4 THE ROLE OF THE INSTRUCTOR

- 4.1 Throughout the delivery of training instructors are responsible for the safety and welfare (physical and mental) of all students in their charge. **The provision of training does not require clients to be placed at risk for its own sake.**
- 4.2 Instructors are to:
- plan their training within the course description and abilities of their students.
 - research the conditions that are likely to be expected at possible training venues.
 - share their considered plans and interpretation of venue conditions at the morning staff meeting with the duty manager and other instructors
 - understand and proactively contribute to the risk management culture
- 4.2 The plan for each day, and the reasoning behind it along with weather / water levels / avalanche conditions etc. should be shared with the students before departing the Lodge, both as an educational tool and as part of the process of ensuring everyone is properly equipped for the day. By doing so empowering the students role within the risk management plan.
- 4.3 In the event that a student's physical/technical abilities or emotional state is unsuitable for the level and nature of the training taking place, the student should be advised accordingly. Where possible, in discussion, with the Chief Instructor / Head of Training/ Duty manager, alternative training more suited to their needs may be offered.
- 4.4 The Instructor should know the whereabouts of their group members at all times while they are on the hill/water/sea.
- 4.5 When using a venue where others are training /recreating which might pose a risk to our group the instructor should communicate, where practical to do so, any concerns with the other users and share their intentions to avoid additional risk or misunderstandings. The actions and potential impact of other groups should be captured within the instructors situational awareness.

- 4.6 For whatever reason, in the event of the instructor being unable to exercise the Duty of Care, the Duty Manager, should be formally informed at the earliest opportunity.
- 4.7 The duty manager must be informed of incidents such as near misses, injuries, conflict with land owners or other land / water users. This is often at the end of the day but on some occasions it is important that this is relayed to the duty manager as soon as practically possible. An accident report is to be completed with 24hours.
- 4.8 There is potential for pressure to build, driven by a desire to meet student expectations, to go onto the hill or water especially on NGB courses or if previous training days have been limited by poor conditions. However no instructor should ever feel pressured to have to go out on the hill or water if they are concerned for their own or their clients safety regardless of the course they are working on. In line with this we have developed a broad range of campus facilities and equipment to support the core training.

5. THE ROLE OF THE STUDENT

- 5.1 All students are informed that involvement places them at risk of accident and potential injury, possibly serious. Students having enrolled on the training of their choice, are informed of and accept the inherent risk associated with the activity. As part of their Duty of Care instructors should foster open communication with their students and encourage a “challenge by choice” approach and support the student’s decision should they wish to opt in or out of any part of the programme.
- 5.2 It is important that the student understands that whilst they do not have a responsibility for safety they have a role to play in supporting the instructor and the other course members. They should be encouraged to play an active part, and communicate any concerns they may have around their safety and well being as each aspect of the training unfolds.

6. RATIOS

- 6.1 Ratios play a part in safety management, combined with the level and appropriateness of the activity and environmental conditions. NGB courses stipulate specific ratios, skills courses are decided internally and link to the management of risk, course aims and content. The following ratios are guidelines for planning purposes. From time to time these may be adjusted to manage either a specific client demand or a minor staffing issue such as short notice sickness. Any temporary adjustment will involve a review of other safety factors.

6.2 Non NGB courses

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|-------|---|-----------------|
| 6.2.1 | Walking summer and winter /navigation skills | 1:6 |
| 6.2.2 | Scrambling – Skye traverse/ Skye/ Lochaber or Cairngorm | 1:2 / 1:3 / 1:4 |
| 6.2.3 | Summer Climbing multi pitch and leading | 1:2 |
| 6.2.4 | Summer Climbing taster courses e.g. weekend intro to climbing | 1:6 |
| 6.2.5 | Winter climbing | 1:2 |
| 6.2.6 | Winter mountaineering | 1:4 |
| 6.2.7 | White Water Kayak, Open Canoe and Touring courses | 1:6 |
| 6.2.8 | Sea kayaking introductory and improver courses | 1:6 |

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| 6.2.9 | Sea kayaking intermediate and advanced courses | 1:4 |
| 6.2.10 | Surf Kayaking | 1:6 |
| 6.2.11 | Mountain Biking skills | 1:6/1:4 |
| 6.2.12 | Ski mountaineering courses | 1:6 |

7. SPECIFIC GROUPS REQUIRING ADDITIONAL GUIDANCE

7.1 Before looking at the detailed guidelines for the different activities an important note needs to be taken for certain courses or groups of people, these being:

- Those involving under 18s'
- Additional Needs e.g. Visually Impaired
- Assessment courses (candidates and mock students).

7.2 Under 18s

7.2.1 Glenmore Lodge holds a current Adventure Activities Licence for the provision of adventure activities to under 18s.

7.2.2 There are two main groups of young people attending training.

- School or youth groups who are generally here for a residential visit that involves some outdoor/indoor activity.
- Individuals attending a specialist course to develop specific skill sets.

7.2.3 When working with under 18s, the instructor is usually acting "In Loco Parentis" and has a higher Duty of Care than when working with our usual adult customers. The element of risk in these courses should be kept to an appropriate level as the young people may not be **educated participants**, aware of or perhaps able to assess the degree of risk involved in participating in the training.

7.3 Courses organized by schools

7.3.1 For most schools the teacher will retain the Duty of Care for the young people in their charge, even whilst they are out on a programme of activities with an instructor. In this role the teacher can decide whether they think the session is appropriate or not, and has the right to withdraw the young people from the activity if they feel the young people's safety, well being etc is being compromised.

7.3.2 The teacher can delegate this responsibility but this should be clearly stated and arranged before commencement of the activity. Some Agencies may not allow the teacher to do this as part of their Safety Guidelines.

7.4 Unaccompanied under 18s

7.4.1 Unaccompanied under 18s attending courses or acting as mock clients on assessments who meet the course pre-requirements will have completed an individual application form requiring parental consent. Although in most cases the young people may well be informed participants in the activity, and that a parent/guardian will have signed off the consent form, the concepts of "In Loco Parentis" and Duty of Care still apply. In all other respects normal guidelines for the relevant activity apply.

7.5 Additional needs

- 7.5.1 Glenmore Lodge will endeavour to provide an open and positive environment to support people with additional needs. They will where possible be integrated into standard courses offering an opportunity for all at an appropriate level. The Head of Training/Chief Instructor will strive to ensure that the nature of the course is not compromised at the booking stage. On the hill / water instructors will need to be flexible and assess the risks and level of activity appropriately as the "Duty of Care" may be enhanced.
- 7.5.2 "Reasonable adjustments" should be made to support candidates with additional needs through the NGB awards.

7.6 Assessment courses

- 7.6.1 In the context of such assessment courses, candidates may often be set particular technical tasks, the performance of which the Assessor is required by the relevant NGB, to judge satisfactory or otherwise, according to the standards set.
- 7.6.2 In the case of candidates on assessment courses, given their experience, technical backgrounds and nature of the role they are being assessed for they have a greater personal responsibility for their own safety and this should be made perfectly clear to each individual candidate.
- 7.6.3 There are situations where a candidate on an assessment course is required to perform in an activity (e.g. Paddling at Grade IV, Winter Climbing at Grade III or Rock Climbing at VS Standard) right at the start of the course and in this situation an instructor has a limited responsibility for the candidate's safety until a reasonable judgement can be made of their ability.
- 7.6.4 In the demonstration of personal competence and performance of appropriate tasks relevant to the assessment process, the candidate may feel to be at risk and may in fact be at risk. It is the candidate's decision as to whether or not they will attempt to complete the task set by the Instructor Assessor.
- 7.6.5 With the above proviso the Instructor Assessor still has final responsibility for the safety and well being of the candidate.
- 7.6.6 If the Instructor/ Assessor witnesses a candidate pressing on regardless of real imminent danger; or feels that a candidate is clearly out of their depth technically; or is operating in a hazardous manner then the Instructor Assessor should intercede to avoid an accident.
- 7.6.7 It is accepted that in the context of assessing candidates to lead/train others, where much of what we are assessing is the candidate making judgements about unorthodox, potentially high risk situations, this requires a delicate balance between seeing enough to make an assessment decision and ensuring the safety of the candidate.

8. ADDITIONAL INVOLVEMENT / DEPLOYMENT

8.1 Students Assisting Training / Assessments (Volunteer Students)

- 8.1.1 Volunteer students are used increasingly in a number of Glenmore Lodge Training / Assessment courses.
- 8.1.2 The students volunteer their services and do not pay for any training they receive.

- 8.1.3 Prior to going out on the activity the roles and responsibilities of the student/candidate/assessor should be made clear to all concerned by the course director/assessor responsible for the day.
- 8.1.4 Where possible volunteer students should not be placed in the hands of training/assessment candidates until an assessment of the candidate's personal and technical ability to cope with the responsibility has been checked.
- 8.1.5 Trainers/Assessors are responsible for monitoring the ability of the volunteer students to safely operate in the environment in which they are being trained.
- 8.1.6 Even though there is a trainer / assessor present, the students are under the nominal control of the candidate. The trainer / assessor's job in this situation is a very difficult one, but if they have any doubts about the control and safety demonstrated by the candidate then they should be prepared to intercede as required. In such circumstances the safety of the volunteer students must come first.
- 8.1.7 Some volunteer students may be under 18 please refer to Section 4 for specific guidance in this respect.

8.2 External Instructors Observing Courses

- 8.2.1 It is common practice for us to allow instructors, coaches or leaders or trainee instructors to observe certain courses as a part of training and preparing for an assessment or to become a director of an NGB course, or as part of an induction process. Observers are allowed to operate in this role on the basis that they are capable of operating independently within the course environment. They must not compromise the instructor/ student ratio or the safety or quality of the course.
- 8.2.2 It should be born in mind that these observers may well not have had any formal induction.
- 8.2.3 The instructor in charge of the group has a duty of care for the observer whilst they are with the group and will by agreement have a level of control over the observer. If the observer chooses to leave the group they are immediately responsible for themselves.
- 8.2.4 On occasions the instructor may choose to allow the observer or trainee to assist in the delivery of training. The instructor remains responsible for the group and the person assisting and is expected to have the assistant close by and under direct supervision.
- 8.2.5 Observers may solo when observing summer or winter climbing courses by agreement with the instructor.

8.3 Internal Development Opportunities

- 8.3.1 Glenmore Lodge Trainee instructors will be able to observe courses as part of the mentoring process. It should be born in mind that they will have had a more formalised induction to Glenmore Lodge but may not be as competent as others observing who are aiming to become course directors or using observing as a form of induction prior to working for us.
- 8.3.2 Members of the Glenmore Lodge Instructor Development Scheme (IDS) and Outdoor Trainee Scheme (OTS) may be able to access observing opportunities through agreement with the relevant head of department and the instructor running the course. The observation should be part of a relevant development process for the individual.

- 8.3.3 Careful thought should be given to them being involved with instructional responsibility, the overall responsibility for them and the rest of the group remains with the instructor. There is of course no doubt that they can be a great asset especially if there is a wide spectrum of ability in a group.

9. MOBILE PHONES, RADIOS & POSITIONING BEACONS

- 9.1 All instructors must consider their primary communication means for group safety and training coordination. For the majority of UK based activities this will be a mobile phone and/or VHF Radio (MR or Marine VHF). A mobile phone is considered an industry standard device for communication and instructors should ensure that this is available as part of the leaders equipment. Mobile phones can be provided on request. Charging and additional power supply are the individual instructors responsibility.
- 9.2 Environmental or terrain challenges that might impact communications should be identified at the planning stage. Where possible difficulties are identified consideration should be given to using a Positioning Beacon (Spot Check, ResQLink PLB). Positioning Beacons are available to support the variety of courses and expeditions within the training calendar.
- 9.3 Mountain Rescue radios are provided by Scottish Mountain Rescue to assist the coordination of Glenmore Lodge Mountain Rescue Team. Provision of a 'glenmore' channel is there to assist the coordination of our training/business activities. These radios are provided throughout the winter training calendar and should be carried on the mountain switched 'on' and set to the default scan channels.
- 9.4 Marine radios are considered an industry standard for communication at sea and should be carried as part of the leaders equipment in addition to a mobile phone. Marine radios can be provided on request.
- 9.5 The decision around a communication strategy for mobile, expedition type and overseas should be discussed between the training/duty manager and instructor leading the course.
- 9.6 It is essential that the instructor consider how accessible their primary communication device will be. If the recognised best practice is to carry the device in your equipment rather than on your person, then instructors should consider how to manage communications should they separate themselves from their equipment (rucksac, river kayak etc). By example: winter training workshops, digging snow holes, rock climbing multi-pitch routes, inspecting rapids with rising water conditions. Deposited equipment should not be capable of being compromised.

10. MANAGEMENT OF DAY TO DAY ACTIVITIES

The frame work for the training is provided by the course description, content and ratios. The primary mechanism for managing the day to day programme is the daily staff meeting chaired by the duty manager.

10.1 Terms of Reference For The Daily Staff Meeting

- As part of the risk assessment process all instructional staff will normally attend the formal daily instructor meeting held at 08.45hrs either in one of the main classrooms or in the staff room. During winter this meeting will begin at 08.40hrs.
- Approxiamtely 10-15 mins prior to this meeting all instructors should make ever effort to be present in the staff room to participate in and actively encourage peer discussions regarding the days activity.

- This meeting is Chaired by the Duty Manger.
- The purpose of the meeting is for instructors to share their information, research and decision making that will have been ongoing often for several days and in particular from the previous afternoon.
- The meeting will review the various conditions forecasts for the training areas using a wide range of resources from the internet, personal observations and information recorded on the conditions and unusual occurrences board in the instructor office.
- Instructors should state their intentions for the day and where there is doubt, offer alternative B or even C plans that they may consider.

This serves a number of purposes:

- Enables a record to be kept of their location on the weekly programme board for those at base and other instructors.
- It is the duty of all the instructors at the meeting to assist a colleague with the decision making process. Declaring a plan enables all others at the meeting to offer advice on the choice of venue should they have any information that might support or question the decision.
- Declaring alternate plans may enable just a very brief communication from the hill/water should the instructor change their plan during the day.
- Logistics, transport and any other administration for the days training are also discussed enabling a sharing of information, resources, and return timings.
- The meeting will end when the planning process is complete and the duty manager is satisfied with the planned training. This is recorded on a board kept in the training admin office.

- 10.2 In addition to recording information on the programme board the use of highlighted maps is strongly encouraged for expeditions and mobile course venues. A folder of maps is kept with the programme board in the training office. Maps when in use are attached to the magnetic white board above the lectern for quick and easy reference.
- 10.3 On occasions an instructor may defer a decision until they have met their group, or need to make a change to their planned venue / activity before leaving the centre. This is likely to mean that their plan is not scrutinised by their colleagues. In difficult conditions this may require careful consideration between the instructor, the duty manager and any other available technical staff.
- 10.4 Regardless of the formal daily briefing process, the decision as to the suitability of the venue lies with the instructor's evaluation and dynamic risk assessment at the site of the activity. It is important to understand that the process of dynamic risk assessment on the hill/water remains the key to safety and instructors must not feel they have to follow through a declared plan if clearly they do not consider it to be appropriate once on the ground. However they should try to communicate that change to the duty manager and share further plans to enable a check and challenge process.
- 10.5 There is a conditions and unusual occurrences board in the instructor office, it is important that staff meet up with colleagues at the end of the day and record any unusual conditions advice or occurrences on the board. This helps staff plan for the next day and can form part of the information shared at the morning meeting. The duty manager diary can be used to record other relevant information and is a tool to help with hand over between duty managers.
- 10.6 **Returning from Training**
The Duty Manager is responsible for accounting for the return of all the groups at the end of the day. All instructors must report their safe return and score out their initial in the days programme. If staff are going to return much after 5pm a call to the office provides re-assurance to the duty manager. This is regularly done with paddling courses in particular when the group is off the water.
- 10.7 Finally any significant events or issues should be communicated to the duty manager or when appropriate, recorded on the board in the instructor office and near miss or accident reports completed promptly on return..

- 10.8 Early Departure** If an instructor is unable to attend the meeting they must brief the Duty Manager on their plans for the day, either the night before if it is an early start, or in the morning before departure. It is imperative that the relevant forecasts are accessed and the responsibility for this lies with the instructor involved.
- 10.9 Camping/snowholing expeditions** During over night camping expeditions instructors should make every effort to call into base (Glenmore Lodge) late afternoon and again early morning unless otherwise agreed. If snow holing, two calls or SPOT messages are required due to the hazards associated with snow holing and the importance of carrying out this activity as paired teams. Call in when you are safely at the site and call first thing in the morning so the Duty Manager knows nothing untoward has occurred during the night. If phone or radio communication is made this enables up dates on weather and avalanche conditions to be relayed.
- 10.10 Remote Working / Mobile courses.** For UK courses based away from the Lodge the instructor and duty manager should agree a comms plan. This will normally be a call to the duty manager phone at the start and end of the day when they are off the hill / water. It may be that in the evening it is possible to give details of the following day reducing the need for a morning call. If the duty manager has not heard from an instructor working a UK mobile course at the end of the day they will contact the instructor to see if all is ok. Failing that they will contact the accommodation provider.
- 10.11 Spot devices may also be used for mobile / remote working courses and should be the primary means of communication when mobile phone coverage is poor.
- 10.12 For Sea Kayaking courses there is further guidance, in the paddlesport section of these guidelines.
- 10.13 Overseas Courses**
A separate arrangement for each one in agreement with the Head of Training/Chief Instructor. Where staff are quite isolated yet contactable each day, there should be sufficient calls to let us know where they are going and when they are back. Kayaking in Greenland, is likely to be a call at the start and finish of the expedition although a satellite phone is part of the safety equipment.
- 11. SUMMARY OF REPORTING OUT AND IN**
The basic principle is that all instructors report out and in each day unless otherwise agreed with the Duty Manager. Venue choices should be shared with as many other staff as possible in order to glean as much information and advice as is available to support the decisions made.
- 11.1 Any observations made during the day that might be relevant to safety should be recorded on the board in the instructor office and discussed with colleagues.
- 12. OVERDUE PARTIES**
In the event of a group being over due (usually after a period of 2 hours after the groups ETA (or expected phone call), with no information as to why, a plan of action will start to be formulated by the Duty Manager with the Head of Training/Chief Instructor and the Principal informed.
- 13. EMERGENCY AND ACCIDENT PROCEDURES**
- 13.1 From time to time, despite the greatest care, accidents, incidents or ill health will affect the conduct of the party and influence the judgement of instructional staff. The following principles will apply in such circumstances:
- 13.2 In the event that a student wishes to return to the Lodge, for whatever reason, the instructor should satisfy themselves of the individual's ability to return without supervision given the prevailing conditions and situation.
- 13.3 If the student is making their own way back to safety, note should be taken of the student's planned course of action, route etc. Glenmore Lodge should be informed that this is happening and arrangements put into place to check the safe arrival of the student involved.

- 13.4 If the instructor has any doubts about the above, even though it may disrupt the rest of the group, the student's safety must be a priority and in such a case the instructor and all the group will escort the student back to base.
- 13.5 For Glenmore Lodge based courses in the event of any incident, unintentional separation, accident, or any major change in plans, the Head of Training/Chief Instructor/ Duty Manager should be contacted at the earliest opportunity. It would be normal in the event of a serious accident requiring the emergency services to immediately call them direct. However, if required Glenmore Lodge will initiate an emergency call or Mountain Rescue response as this may allow more time for those on the ground to deal with their situation. An emergency may be transmitted to the Lodge via a beacon.
- 13.6 For some Away Courses, including those abroad, it may be more appropriate for the Instructor to contact the local emergency/rescue services. In such a case the Head of Training/Chief Instructor/Duty Manager must be contacted as soon as possible to advise them of the nature of the incident, what assistance has been requested, and what support (if any) is required from Glenmore Lodge.
- 13.7 As soon as practicably possible the instructor involved should make a full and comprehensive report to the Head of Training/Chief Instructor/Duty Manager.
- 13.8 In the event of an accident requiring first aid treatment an accident report form is available from the office (it is also held in the computer file **(M/Glenmore/accident report master form)**). The instructor involved should complete this form as per the procedure on the form.
- 13.9 If the injury is likely to result in a hospital visit or more than 3 days off work it may become a reportable incident and a RIDDOR report should then be emailed or phoned through to the HSE by the Head of Training or designated deputy.
- 13.10 All Near Misses and Unusual Occurrences should be reported to the Head of Training/Chief Instructor/Duty Manager as soon as is practically possible. A Near Miss / Unusual Occurrence book is kept in the Instructors Office and a description of the event should be recorded there in order to share it amongst the instructional staff. In addition significant information from the winter conditions board that might inform decision making in the long term should be transferred to this book. More serious Near Misses must be reported on the standard accident form **(M/Glenmore/Accident Report Master Form/Accident Report – 01 Template.docx)**. A decision will have to be made by the training management team and with the individuals involved in a near miss on a case by case basis as to how it might be recorded in the book. If in doubt discuss it with the duty manager.
- 13.11 In the event of any incident or accident occurring while operating within this framework and subject to an instructor's appropriate professional judgement and good practice being exercised, Glenmore Lodge will provide all involved instructors with the maximum support available. It is vital though that where an accident, incident or unusual occurrence has taken place the instructor ensures the administrative processes outlined in this section are completed.

14. STUDENTS AND MOUNTAIN RESCUE INCIDENTS

- 14.1 Students will not normally be employed in Mountain Rescue situations. If, however, a call out does request student group assistance then the instructor must determine that every individual in the group is firstly competent to look after themselves in the prevailing conditions. Then it must be clearly stated to each individual:
- What is likely to be involved;
 - What participation means;

- The alternatives available (e.g. not rendering assistance because of the risks or difficulties etc. involved);

14.2 If a single student in a group declines to participate, then the instructor must accept that the responsibility to the student over-rides that to the rescue requirements and act accordingly. In certain circumstances it may be appropriate to invite students to return to the car park under their own steam see paragraphs 16.2 – 16.4 above.

14.3 As soon as the group is going to take on a rescue role base must be informed as the Police will need to be informed for insurance reasons.

14.4 An accident within the student group will be managed using the above procedures.

15. LONE WORKING

15.1 From time to time training staff will go out to visit groups and instructors working. This is a process of monitoring the training and conditions. Being alone in the mountains/sea or river creates additional risk in the event of something untoward happening.

15.2 It is understood that the lone worker will move around following or seeking groups in a random manner, often in poor visibility. Therefore the lone worker should:

15.3 Take heed of the weather, water levels and avalanche forecasts.

15.4 Have checked where groups are likely to be and informed base of the approximate planned area or route of visit with likely entry and exit points to and from the hill / water.

15.5 Have established a report back time to the office.

15.6 Be properly equipped for the conditions

15.7 Has communication systems, either a mobile phone or radio (or both). A SPOT device should also be considered. PLB will be carried on the sea.

15.8 Be properly qualified / trained for the conditions.

15.9 Not seek adventure or take the risks that they might if accompanied.

15.10 Carry two forms of navigation equipment e.g. map and compass & GPS (on Phone).

16 MANAGING EQUIPMENT

16.1 Glenmore Lodge is unusual in having full time staff running the stores. This should ensure that equipment is well maintained and accounted for. The instructor is key to this process and has a duty to report any damage or loss to the stores team.

16.2 At the end of a training day or course where equipment will be handed in it the responsibility of the instructor to ensure the individual and group equipment is accounted for and any losses or damage declared.

16.3 If a log book system is in place for any technical equipment it must be completed at the end of the course.

17. DRIVING

- 17.1 Driving is the single most hazardous activity that we are all involved in. The Lodge busses are limited, the large busses to 60 mph and the small ones to 70 mph. The instructor driving a vehicle is responsible for ensuring the following:-
- 17.2 The maximum number of passengers carried does not exceed the stated vehicle limit.
- 17.3 All passengers wear seat belts prior to moving off. This includes all those in the rear seats.
- 17.4 Vehicle weight limits should be observed. Any baggage/equipment stowed in or on the vehicle will not prove a hazard to the vehicle occupants, or other road users, in the event of a sudden stop/collision. In addition baggage should be stowed such that all occupants can access an emergency exit.
- 17.5 Appropriate national speed limits for the vehicle type are observed.
- 17.6 It is illegal to use a mobile phone whilst driving you are responsible for the safety of the clients.

18. TRAILERS

- 18.1 It is the responsibility of the driver to ensure trailers are correctly coupled up to the vehicle and that all warning lights etc are functioning correctly.
- 18.2 Ensure the Number plates are matched up.
- 18.3 When towing a trailer you must use your personal Tachograph card.
- 18.4 Drive with due care and attention with respect to the vehicle occupants, other road users and the prevailing conditions.

19. LYME BORRELIOSIS

- 19.1 In many of the training areas we use whether access points to rivers or the hills and forests, ticks are on the increase and so are the number of cases of Lyme Borrelia. They are particularly prevalent between April and October. Instructors should ensure that they are aware of this issue and raise it with their clients advising them to check for ticks at the end of each day, to remove them and be aware of the symptoms.

20. ACCESS

- 20.1 All staff should be familiar with the Scottish Access Code and apply the three key edicts to their thinking.
- Respect the interests of other people
 - Care for the environment
 - Take responsibility for your own actions
- 20.2 Discipline specific guidance produced by the governing should be followed and shared with the students.
- 20.3 We are usually a very identifiable group especially on the water, confrontation should be managed sensitively for the long term view of our work. Any Access issues must be reported to the Head of Training/Chief Instructor at the end of the day.

21. ENVIRONMENTAL POLICY

- 21.1 We are continually developing an environmental approach to our work, from the kitchen to the office, the stores and instructional programme. Within our working environment we have taken a number of steps to reduce consumption and to recycle our waste. The particular issue when instructing is balancing the needs of the client with the course content and the venue. Limiting travel time and mileage is a priority and where possible every effort should be made to fill buses and for small groups to double up and use the same venues. Where possible walking out of the Lodge and back with Mountain Leaders, Hill and Moorland leaders, and walking courses would minimise our environmental footprint. Instructors should plan their individual week programmes together to help with this.

SECTION 2

MOUNTAINEERING

1. GENERAL MOUNTAIN SAFETY GUIDANCE

- 1.1 The instructor should ensure the group is carrying the appropriate equipment to deal with a typical accident or bivouac scenario which may arise from the type of activity the group are engaged in. Depending on the season, conditions, weather, and the activity being undertaken by the group, equipment will be drawn from the following: group shelter; shovel; first aid kit; emergency food; rope; and spare clothing. In addition,

- 1.2 Use of technology to support safety and rescue has a growing and developing role within general mountaineering. Instructors must consider a range of commonly used equipment to the potential benefit of the group should any incident occur. Currently; **mobile phones** (Ref Section 9), **digital mapping and GPS** are commonly used within the field with a broad range of benefits beyond just emergencies e.g. teaching navigation, and instructors should bring it to the attention of Glenmore Lodge if they feel they do not have adequate access to these items. Other communication technology such as **Positioning Beacons and Satellite Phones** may be appropriate for the mountain journey and should be discussed when considered. **Avalanche Beacons/Transceivers** (and associated shovel/probe) should be considered of potential benefit in line with 'Operating in Avalanche Terrain' guidance.

1.3 OPERATING IN AVALANCHE TERRAIN

- 1.31 Avalanche terrain includes all areas that have the potential to be exposed to avalanche activity. Exposure and frequency of exposure to such areas is influenced by both the activity i.e. winter walking vs winter climbing and the ease with which such terrain can be navigated. **All instructors must consider an appropriate margin of safety to minimise the likelihood of the group being involved in an avalanche** and factor in: poor visibility, potential propagation within start zones, potential glide paths and run outs, terrain traps and potential debris accumulations, forecasted mountain conditions, weather and group ability.
- 1.32 It is imperative that all instructors have a clear and detailed understanding of current mountain and snowpack conditions, along with a detailed knowledge of weather and avalanche hazard forecasts and observations to inform their daily risk assessment.
- 1.33 All instructors are responsible for maintaining an open dialogue with colleagues in relation to mountain conditions and in particular seek and offer current mountain observations relevant to snowpack and avalanche hazard.
- 1.34 Varying levels of exposure to avalanche hazard is normal within both recreational and professional winter mountain activities. Instructors are responsible for planning and executing

activities which minimise the risk of being involved in an avalanche and maximise the benefits of the learning and experience.

- 1.35 Winter is a dynamic environment and pre-departure risk assessments can not always account for all critical factors which may influence exposure to avalanche hazard. Restricted mountain access due to storm activity, poor visibility, exploring new locations, and multiday/overnight mountain journeys can all limit the information available for planning a day/s. **It is essential that instructors are cautious with their planning in the face of unknown factors or mountain conditions**, and operate an increased margin of safety whilst mountain/snowpack conditions are established during the journey.
- 1.36 Avalanche transceivers and associated shovel/probe (TSP) potentially improve the survival rate of buried victims. Instructors should consider their use during any pre-departure risk assessment. Where significant 'unknown factors' exist at the pre-departure planning phase, or where multiday mountain journeys are planned, TSP can only be excluded by exception following peer review planning discussions and morning meeting.
- 1.37 Each group is allocated TSP equipment and this should be utilised by instructors for safety and training as required.
- 1.38 Daily plans are subject to peer review from Senior Managers, Duty Manager and instructors present during the planning discussions and morning meeting. The Duty Manager is empowered to ask any instructor/s to re-plan their day's event and/or deny the instructor/s the authority to deliver the days training event where concerns are raised.
- 1.39 A record of the safety/rescue equipment carried will be taken at the morning meeting. If TSP is deployed the instructor must ensure the appropriate level of student knowledge and skills to use the equipment prior to or during deployment on the hill.

2. GENERAL CLIMBING SAFETY PROCEDURES

This section refers to any activity which takes place on graded ground – summer or winter. As such this covers scrambling, rock climbing, and all aspects of winter climbing.

Note: Paragraphs on “Assessments Courses” in the General Procedures should be read prior to this section.

- 2.1. All climbing/scrambling activity is to be under the close supervision and control of the instructor. However, it must be recognised that situations will occur where the Instructor cannot be in complete control of all aspects of the climb/scramble taking place (i.e., the Instructor cannot be at both ends of the rope at the same time).
- 2.2 All students and instructors must wear climbing helmets when climbing, belaying on route, belaying at the foot of a crag or where there is a potential of stone fall and other hazards.
- 2.3 Students soloing on hazardous terrain is down to the judgement of the instructor.
- 2.4 Only Glenmore Lodge lead ropes (i.e. ropes designated 'First Class') are to be used in student lead climbing situations. Ropes designated as 'Second Class' should not be used where a student leader fall is possible.
- 2.5 Any suspect or damaged ropes and climbing equipment (including harnesses, helmets etc) should be reported to the Stores staff/Designated Deputy who will then take the appropriate action.

- 2.6 The choice of climbs suitable for students requires careful judgement. All climbs, whether the students are leading or seconding, should be considered appropriate for each student's aims, aspirations, abilities and needs.
- 2.7 No student should belay another student (leading or seconding) until the ability to hold a fall has been ascertained. The exception to this guidance is where the student can be adequately supervised by the instructor.
- 2.8 The employment of recognised climbing calls is to be taught and used.
- 2.9 There comes a point during instruction that the students are trusted (or not) to perform certain tasks and the instructor should proceed according to their judgement of that student's ability.
- 2.10 The leading of technical climbs by students (a major feature of Glenmore Lodge work) requires careful supervision and refined decision making by the instructors. The Instructor should clearly check and control this activity following accepted good practice.
- 2.11 Where student/instructor ratios exceed 2:1 i.e. 3:1 or 4:1 e.g. on Mountaineering, Winter Mountaineering courses etc the choice of route should be influenced by the following factors:
- The route should be considered appropriate for **all** members of the party;
 - Ideally, the route should be of a standard that the student(s) can comfortably lead throughout;
 - The instructor should be able to easily solo between pairs in order to check technical skills and the psychological state of the students etc.
- 2.12 **Winter Snow Anchors.**
When using winter snow anchors on Glenmore Lodge courses; they are not a known science and failure can be unpredictable and unexpected.
- Give the snowpack a thorough assessment to help make a judgement about its suitability for a snow anchor.
 - Which snow anchor i.e. Buried axe, re-enforced buried axe, bollard, deadman, buried rucksack etc, is appropriate in relation to the activity, angle of slope & run-out.
 - How the chosen snow anchor is used i.e. backed up by a bucket seat and waist belay, bucket seat and belay plate, braced stance and waist belay, braced stance and belay device or as a direct belay.

3. OVERNIGHT EXPEDITIONS

- 3.1 Prior to heading out on an overnight expedition Instructors should ensure all students have the necessary and appropriate equipment, for the nature of the trip being planned.
- 3.2 Depending on the type of course, group experience etc students may need to be trained in the use of the equipment, e.g. setting up a tent, using stoves etc prior to heading out on the overnight expedition.
- 3.3 Instructors should ensure that all students are briefed on the risks associated with using stoves in confined places.
- 3.4 Prior to turning in for the evening instructors should check each student tent/bivvy/snow hole to ensure that they are appropriately set up for the anticipated weather conditions.

- 3.5 On snow hole expeditions, instructors should where possible snow hole in pairs. In the event of unforeseen circumstances that preclude the decision to snow hole it is up to the instructor and will depend on factors such as the prevailing conditions, the weather forecast, the state of the group and the training/assessment requirement.
- 3.6 Prior to preparing a snowhole the instructor will assess on-site and forecasted weather conditions, make a snowpack evaluation/general observation of the snow slope/area to be used and act according to their judgement of that slope/area risk to avalanche.
- 3.7 The instructor should ensure that all tools are taken inside, holes are linked by ropes securely, avalanche transceivers are switched on and positioned with consideration of being accessible to the user and best identifying the position of each hole. Holes should be linked internally wherever possible.
- 3.8 The instructor should ensure that all students are briefed on drifting, asphyxiation, and avalanche and that a night watch is kept if necessary. This may necessitate the instructor having to periodically check their students throughout the night to ensure their continued safety and well-being.
- 3.9 Communications with base are covered in General Information Section 13.5.2

4. COMBINED ROCK/WATER ACTIVITIES

- 4.1 In addition to the guidance outlined below, please refer to the attached MTUK documents, Combine Water & Rock Activities and Group safety at the Water Margins. There is a full set of Guidelines from Vertical Descents covering their Canyoning activity which are separate from this document.
- 4.2 It is the instructor's responsibility to ensure that the students are properly clad and equipped with PPE (Personal Protective Equipment) appropriate for the activity. Items worn will be drawn from the following: wet suit; dry suit; boots; trainers; climbing helmet; watersports helmet; buoyancy aid; harness and where available should be CE / ISO approved.
- 4.3 The instructor should ensure that their group carries the appropriate equipment to deal with an accident or situation which may arise from the type of activity the group are engaged in. Depending on the season, conditions, weather, and the activity being undertaken by the group, equipment will be drawn from the following: group shelter; first aid kit; emergency food; hot drink in flask; emergency bivvy bag; rope, sling and HMS krab; prussiks/krabs etc. for setting up hoist systems; throw line; and spare clothing. Head torches or a lighting system for water should be considered at certain times as well.

5.0 GUIDELINES FOR USE OF THE BOULDER MOUNTAIN FACILITY

5.1

This facility has been created with a range of training uses in mind: ML type ropework, intro scrambling, first aid scenarios, mountain rescue etc. It has been designed to mimic a natural mountain slope or river side and as such requires the same dynamic risk assessment whilst training. This area is susceptible to the influences of weather, rain, snow and ice; creating natural movement of boulders and slippery surfaces similar to any rock areas that we train on in the natural environment. The facility is man made and was completed in June 2013. All the boulders are resting as you see them, none are anchored or concreted in.

5.2 Risk Assessment

Please also read the current Boulder Mountain Risk Assessment document.
The risks are similar to the outdoor steep ground environment and primarily are:

- Tripping/ falling or something falling onto you.

- Entrapment of feet or knees is possible between boulders and particular care should be taken if abseiling as there are a number of holes between the boulders.
- Anchor failure and abrasion to ropes should also be considered.
- It is a multi use environment, mountain bike trails run close by. Trials bikers are also able to use the facility – a separate document covers their use or it.

5.3 **Operating at the top (back from the edge)**

Using the boulders on the top and operating in the flat area for introductory belay sessions, the risks are minimal and the session can be run much like a session in the stores area. Helmets and other safety equipment should not be required.

5.4 **Operating using the boulder slope**

Anyone training on the boulder slope should wear a helmet.

The facility can be used in winter and with crampons, care should be taken with ice axes and levering any boulders.

There is not a limit on the number of users at any one time however 12 would be the normal maximum size group (ML training) operating on the facility.

Soloing is acceptable on the boulders, there should be a minimum of 2 at any time using the facility.

Abseiling using the top boulders for anchors should be considered in the same way you would on the hill. Some of the smaller boulders may not be appropriate as single point anchors.

Anchor points for exercises using tyrolean set ups down to the trees at the bottom of the slope should be approached in the same way as one would in the natural environment, appreciating the loads can be considerably more than in abseiling.

5.5 **Conditions for use of the facility**

The facility is not appropriate to be used by the general public.

If students are to use the facility unsupervised they should have been inducted as part of their training course and been advised of the guidance above.

Inducted but unsupervised students will have to read these guidelines and sign in at the reception when they wish to use the facility and sign out at the end of their session. They are signing to say they have read and understand this guidance and therefore have a degree of responsibility for their own actions.

Instructors running a session on the boulders may do so following the brief guidance above but are not required to sign themselves or their group in or out at reception.

SECTION 3

MOUNTAIN BIKING

- 1.1 All instructors should have undergone formal training in trailside repairs.
- 1.2 Prior to heading out on a ride the instructor is responsible for ensuring all bikes are mechanically sound and set up appropriately for their riders. The Lodge holds a range of bikes for student use.
- 1.3 The instructor should ensure that the group carries the appropriate equipment to deal with an accident or mechanical breakdown which may arise from the type of activity the group are engaged in. Depending on the season, conditions, weather, and the activity being undertaken by the group, equipment will be drawn from the following: group shelter; first aid kit; emergency food; spare clothing; bike repair kit and spares (for field expedient repairs).
- 1.4 It is the instructor's responsibility to ensure that they and all their students are appropriately clad and equipped for the activity. This should include for all group members an appropriate CE approved and in date cycle helmet, eye protection and full finger gloves. Further body armor equipment is available from the stores.

- 1.5 At all times, unless the instructor judges there is good reason not to, students on a ride out should carry the following: bike repair kit and spares (for field expedient repairs); spare clothing; emergency food. During times when daylight hours are limited students should also carry personal bike lighting.
- 1.6 It is the instructor's responsibility to ensure that good practice to avoid accident and injury is a focus of each training session. This should involve a briefing before the group undertake each session or ride a section of trail.
- 1.7 It is the instructor's responsibility to ensure that good practice to avoid accident and injury is a focus of each training session.

Assessment of a rider's ability will be ongoing and will take in to account a variety of factors. For example - previous experience, technical skill ability as well as weather conditions at the time. Tiredness and trail fatigue will also be taken into account through the day. A rider's suitability to ride certain sections of trail will vary throughout as a result and individual decisions will be factored in.

The assessment of ability will have to include riding in the 'environment' to observe the full range of factors. Carefully chosen locations will be used to achieve this.

To achieve the best coaching and riding environment there will be briefings throughout the ride and at specific sections of trail where necessary around safety and training topics.

- 1.8 On the road instructors must ensure the group obeys the "Highway Code" and respects other users.
- 1.9 Bike maintenance involves a range of sprays and liquids which could be potentially harmful. Where these come under COSHH legislation the appropriate, storage actions and training should be in place, instructors should be aware of their COSHH responsibilities. The documentation for these liquids is on the computer in the Health and Safety Directory under COSHH/Bike Department
- 1.10 The British Cycling Code of conduct should be followed at all times.
- 1.11 The bike department has an additional accident form sheet to help monitor the common causes of accidents. There is also a mapping system to help identify common places where people come off their bikes. The information from these should inform staff and help better manage the risk.

SECTION 4

SKIING AND SKI MOUNTAINEERING

- 1.1 The Instructors must check or supervise the check of the safety bindings of each client's skis at the commencement of the course. This must be independent of the gear check and may at the discretion of the instructor include a physical binding release test. They should also check or remind clients of the need to check their bindings as required, during the week. Clients should not make any adjustment to the bindings without the Instructor's supervision or approval.
- 1.2 It is the Instructor's duty to ensure that their clients comply with the FIS skiers code; that they ski with due regard for others on and off piste; and that general behaviour does not discredit the Lodge.
- 1.3 At all times, an Instructor should have ready access to ski first aid gear in addition to the usual winter safety gear.
- 1.4 In the event that severe weather or snow conditions necessitate the evacuation of the group from the hill, then each instructor should ensure that all group members leave with him or her.

- 1.5 All ski descents should be within the ability of the clients, particularly when snow conditions are firm or icy.
- 1.6 If off-piste / backcountry skiing is to take place, then appropriate mountain safety aspects should be covered, including the carrying of extra equipment which may include transceiver shovel and probe. Only clients competent to leave the patrolled ski area may participate. Local off-piste skiing (i.e. within Coires - Laogh Mor, Ciste, Cas and t-Sneachda) will be done at the discretion of the Instructor and taking of extra equipment will depend on the group's ability, prevailing weather and conditions.
- 1.61 It is recognised that the use of ski or mountain rated helmets during a ski course is a personal choice that will require educated consideration. Glenmore Lodge's role is to inform, educate and allow individuals to decide without bias whether or not to wear a ski helmet. However the instructor will identify the times when the use of helmets will be mandatory and at those times enforce their use. This decision will take into consideration the activity being undertaken; the ability and maturity of the group members and the training environment.
- 1.7 On Ski Mountaineering / touring and Nordic touring courses, all the above notes (Ski Safety and Mountain Safety) will apply. Additional points are as follows:
 - 1.7.1 On steeper descents, particularly with a serious run out, suitable roped protection should be available to those clients who require it;
 - 1.7.2 It is noted that the use of avalanche transceivers or other avalanche safety equipment such as airbags does not permit the ski descent of a slope considered to be a serious avalanche risk.

SECTION 5

PADDLESPOUT SAFETY PROCEDURES

- 1.1 All clients and instructors must wear a CE/ISO or equivalent approved paddlesport clothing including a personal floatation device (PFD). The exception to this guidance is for specific coaching sessions on flat water in controlled conditions (usually NGB courses / SUP courses). The limitations of PFDs for open water should be pointed out.
- 1.2 Helmets should be worn during all white water kayaking and surf kayaking activities and should be considered during other activities where there is a risk of head injury e.g. rescue practice, rock hopping, Canoe polling etc.
- 1.3 All clients should be confident in the water and be able to swim 25m while wearing paddling equipment, (this is indicated on the booking form but not tested). However, under some circumstances this may not be so and it will be at the discretion of the Head of Paddlesport or the training management staff in consultation with the instructor and client concerned. With school groups an inability to swim should not preclude children taking part in paddlesport activities but discussion

with the teachers and a judgement of each individual should be made, water confidence wearing a personal floatation device is more relevant.

- 1.4 All canoes and kayaks should have their buoyancy, deck lines, toggles and other component parts checked before use.
- 1.5 At the earliest practical opportunity and in any event prior to exposure to potential hazards, a formal capsize drill should be held. Instructors should be confident that each client can escape from his or her boat without difficulty.
- 1.6 On any water, sea or inland where there are other water users, groups should regard the "rules of the road" as with respect to other craft.
- 1.7 Instructors should ensure that clients are properly clothed and equipped for the activity planned. A map of the river/coast/loch and/or a GPS should be carried by the party in order to give accurate information to the rescue services should an incident occur.
- 1.8 Instructors should carry an adequate first aid kit, repair kit, emergency and safety gear appropriate for the season and water environment they are operating in.
- 1.9 The conduct and safety of a kayaking/canoeing group on the river is the instructor's responsibility and all aspects of straggling, procedure down rapids, passing obstructions and hazards should be supervised as the situation demands.
- 1.10 Instructors should be aware of their rights of navigation and their obligations with regard to obstructions to such rights if fishermen contact them. While at all times politeness and courtesy to, and consideration of other river users are of great importance, canoeists' legal rights of navigation are to be upheld, and any conflicting claims are to be referred to the Principal/Duty Manager. Staff should abide by our own internal access agreements. Any incidents are to be reported to the Principal/Duty Manager on return to the Lodge or by telephone if needs be.
- 1.11 Only established points of entry and exit from a river will be used. In the circumstances of a capsize or other emergency, then the safety and welfare of the group and individuals over-ride all other considerations; landings; wading, portage etc. are to be adopted, as required.
- 1.12 No very difficult or "blind" rapids should normally be paddled without prior inspection from the bank and every effort should be made to minimise real risk. Passage through difficult rapids are to be supervised as closely as possible and bank support should be arranged if felt necessary or required..
- 1.13 A landing should be made early if there is a risk of someone being swept through dangerous water. Instructors are to ensure that clients are protected from being inadvertently sent down water that is beyond their ability.
- 1.14 When surfing is taking place, then a fully controlled and adequately manned procedure is to be adopted with the working area defined and particular care taken when strong offshore winds are blowing. In big surf a lookout should always be posted.
- 1.15 Where VHF radios are used Channel 16 should be monitored. Journeys should commence with, and conclude with, communications to the Coastguard by phone or VHF- the VHF call sign being **"Glenmore Kayak"**.
- 1.16 Loss of a major item of equipment e.g. a kayak should be reported to the duty manager and local police as soon as is practicable to avoid the possibility of a major search and rescue operation being launched.

2. GLENMORE LODGE SEA COURSES

2.1 COASTGUARD AND EMERGENCY PROCEDURE INFORMATION

On all courses the duty manager should personally be informed when possible of the days plan and at the end of the day when off the water.

- 2.1.1 On all courses contacting the coastguard and informing them we are on the water is the norm. Our call sign is Glenmore Kayaks, if there are two groups it is Glenmore Kayak 1 and Glenmore Kayak 2. We should give them a shore base contact number, they should really ask for this, this shore base contact number should be Glenmore Lodge's number – 01479 861256. All instructors working courses should always carry a VHF, Mobile Phone, LED Flare and PLB whilst on the water. There is no need for all students to carry flares on courses, this is at the instructors discretion. For each location the exact emergency procedure system may be slightly different. This is outlined below for each course.

2.2 Lodge based Courses:

The normal signing in and out procedures should be adopted as with all courses. In addition to this Aberdeen Coastguard should be notified when doing day trips on the Moray Coast. If the group does not return then Glenmore Lodge should try the staff's mobiles first, if there is no response they should start discussions with Aberdeen coastguard.

2.3 Away Courses:

The appropriate coastguard (usually Shetland, Aberdeen, Belfast or Stornoway) to be contacted before going out on the water. This should be done as where it is appropriate i.e. out on Loch Leven it may not be appropriate to call the coastguard. Glenmore Lodge should be given as the shore based contact. Where possible the accommodation/food provider should be reminded that if the group fails to return by evening meal and there has been no word from them, that they should contact Glenmore Lodge. When Glenmore Lodge is contacted they should try the staff's mobiles first, if there is no response they should start discussions with the appropriate coastguard.

SECTION 6

OTHER ACTIVITIES

1 ORIENTEERING

- 1.1 Guidance for running orienteering sessions is much the same as that for summer hill sessions and the environment is generally less serious. However there are a few pieces of additional advice to add. It is one of the few activities that we might organise where we do not have the students in sight and under direct supervision. Therefore the planning of appropriate difficulty of a course is key to managing the safety (as well as the enjoyment), that in turn will depend on the navigational competence of the group. Decisions around these criteria are the responsibility of the person running the session.
- 1.2 Ensure that students are appropriately briefed including actions to take if anyone is injured and a cut off time by which everyone should return regardless of how they have got on. Allowing people to pair up is an appropriate way to manage this.

- 1.3 Staff running the sessions must have a method of accounting for everyone usually a start list and all students regardless of how they have got on must report back to the organiser at finish. The organiser should also have some plan for searching for any missing participants which may involve other staff or participants.
- 1.4 Ensure participants are appropriately clothed and equipped. It is tempting for some to participate in a very competitive manner and dress to run, however this may not be appropriate. Long sleeves and trousers are the sports recommended attire and it is also good advice in the light of the tick potential in the forests around the Lodge.

2 BIATHLON

- 2.1 The Lodge does not have any internal expertise or directly deliver coaching in this sport however it does strongly support it and has one of the few purpose built facilities in the UK.
- 2.2 Courses are offered on specific dates and are run by an internationally recognised coach with both skiing and shooting qualifications. The coach running the course is responsible for the safety of the session and safe use of the equipment.
- 2.3 Use and storage of weaponry and ammunition of must be managed in accordance with the legal requirements Shooting range protocols must be adhered to and any incident / near misses reported to the duty manager.
- 2.4 It is important to have co-ordination between Biathlon and other activities particularly mountain biking activities as these are not compatible without clear negotiation and agreement of which parts of the grounds either party are intending using and when.
- 2.5 Further specific guidelines are contained within the facilities documentation.

