

# TOUR MANAGEMENT HANDBOOK

# ACTIVITIES

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A practical guide for group leaders to manage safety on tour

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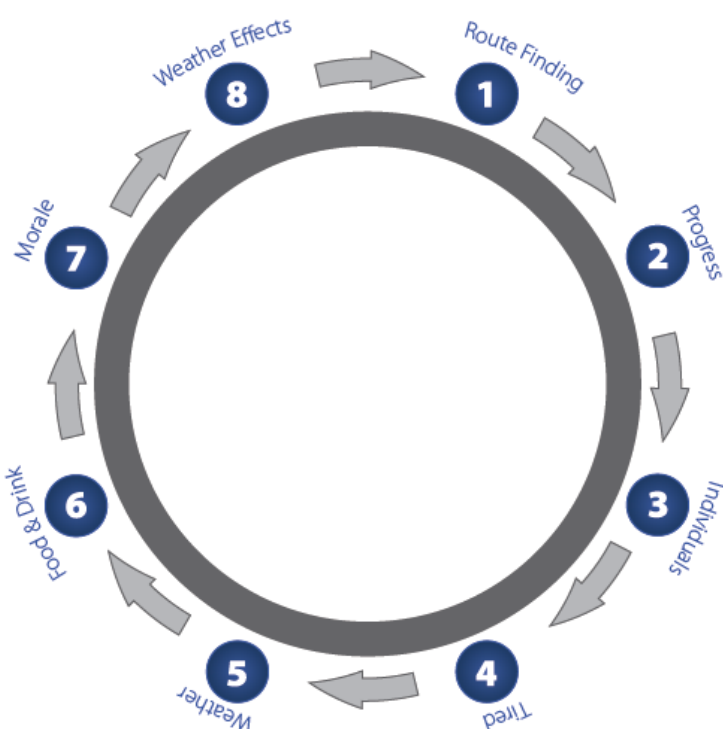
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# INTRODUCTION

Group leaders are reminded that almost any activity carries some inherent risk, particularly where children are involved. Group leaders should ensure that any visit or activity they select is appropriate to the age, ability and size of their group. Group leaders are responsible for ensuring all participants are fully supervised at all times and that any instructions or safety briefings are followed. Where safety equipment is provided, this must be worn/used at all time. The aim of this Handbook is to provide all group leaders with guidance/suggestions:

- To help raise awareness to risk;
- To suggest guidance to help mitigate the risk; and
- To manage risk pro-actively.

This handbook takes many of the component parts of an activity holiday, identifies potential risks and suggests guidance to manage them. The handbook is effectively a lot of “handy hints”. It is important to note that this guidance is subjective and ongoing; during an activity, continuous monitoring is required – see below the cycle of a risk management:



## KEY TO NUMBERS

- 1) Is it as easy to find the route as anticipated?
- 2) Is progress in accordance with the itinerary?
- 3) Is everyone keeping up?
- 4) Is everyone coping with the physical demands?
- 5) Have changes in the weather allowed you to keep to timings?
- 6) Is there enough food/drink?
- 7) Is everyone happy?
- 8) Is everyone comfortable and unaffected by weather conditions (not too hot/too cold)?

**If the answer to any question is NO, then it is time to consider your plans for the activity and modify accordingly.**

Please allow all adults within your group who are accompanying your tour to read and absorb the contents of this Handbook. The suggestions made in this handbook are intended to be helpful, realistic and practical and may be a useful addition to your own risk assessments.

All these aspects of risk are the responsibility of everyone. Being alert to risk and thinking and looking ahead are crucial for all participants on your tour.

## IMPORTANT NOTICE

Our guidance relates solely to the activities, services and facilities we plan and provide for you as part of your tour. They will not apply in respect of any alternative arrangements you may make or if you deviate from the planned itinerary. You must carry out your own risk assessments and ensure that any risks and/or hazards specific to your group are identified and managed appropriately.

Our guidance are based on our knowledge and experience, however we cannot guarantee that our guidance identifies every possible risk and eventuality which may arise. Whilst our risk management handbook may minimise the risks or hazards on tour, it is important to remember that factors can and do change and it is therefore imperative to continually monitor the situation.

## CLIMBING WALL

Hazard	Risk	Guidance
<b>Climbing wall; at the foot of and whilst on it</b>	<p>Slips and trips</p> <p>Injury: serious/minor including muscle strain, sprains/strains/breaks</p> <p>Getting stuck</p>	<ul style="list-style-type: none"> <li>• Stand clear when not participating in the activity</li> <li>• Listen to the safety briefing/staff instructions</li> <li>• Warm up before starting</li> <li>• Wear the correct clothing/footwear</li> <li>• Ensure equipment is secure</li> </ul>
<b>Falling objects</b>	<p>Head injury</p>	<ul style="list-style-type: none"> <li>• Wear safety helmets at all times</li> <li>• Remove loose items before ascending the wall</li> </ul>
<b>Equipment</b>	<p>Body parts stuck in equipment</p> <p>Injury</p> <p>Becoming stuck/frozen</p>	<ul style="list-style-type: none"> <li>• Ensure all loose items and hair are secure and not able to become trapped</li> <li>• Ensure equipment is well fitted and secure</li> <li>• Observe the correct technique for ascending</li> <li>• Listen to all instructions</li> <li>• Remain calm</li> </ul>

## ROCK CLIMBING

Hazard	Risk	Guidance
<b>Walking to/from the climbing area</b>	Fatigue	<ul style="list-style-type: none"> <li>• Stay together as a group at all times</li> <li>• Go at the pace of the slowest</li> <li>• Stop for rest breaks as needed</li> <li>• Ensure participants are hydrated and have eaten prior to attempting the walk</li> </ul>
	Becoming lost	
<b>Climbing area</b>	Slips/trips	<ul style="list-style-type: none"> <li>• Stand clear when not participating in the activity</li> </ul>
	Confusion	
<b>Climbing</b>	Slips and trips	<ul style="list-style-type: none"> <li>• Listen to the safety briefing/staff instructions</li> <li>• Warm up prior to undertaking the activity</li> <li>• Wear the correct clothing/footwear</li> <li>• Ensure equipment is secure</li> <li>• Stay on the pre-determined route</li> <li>• Check for loose rocks and warn other participants</li> </ul>
	Injury: serious/minor including muscle strain, bruising, sprains, strains, fractures	
	Getting stuck	
	Loose rocks leading to injury	
<b>Falling objects</b>	Head injury	<ul style="list-style-type: none"> <li>• Wear safety helmets at all times</li> <li>• Remove loose items before ascending the wall</li> </ul>
<b>Equipment</b>	Body parts stuck in equipment	<ul style="list-style-type: none"> <li>• Ensure all loose items and hair are secure and not able to become trapped</li> <li>• Ensure equipment is well fitted and secure</li> <li>• Observe the correct technique for ascending</li> <li>• Listen to all instructions</li> <li>• Remain calm</li> </ul>
	Injury	
	Becoming stuck/frozen	

## GUIDED HIKES

Hazard	Risk	Guidance
<b>Weather conditions</b>	Sun burn/stroke	<ul style="list-style-type: none"> <li>• Wear appropriate clothing</li> <li>• Check the weather forecast in advance for the entire duration of the activity</li> <li>• Wear sun hats/sunglasses</li> <li>• Carry drinking water</li> <li>• Use high factor sunscreen</li> </ul>
	Heat exhaustion	
	Hypothermia	
	Dehydration	
<b>Animals and insects</b>	Stings/bites	<ul style="list-style-type: none"> <li>• Carry antihistamine and/or epi-pens as appropriate</li> <li>• Check allergies in advance</li> <li>• Remain calm and move slowly around animals</li> <li>• Do not approach/aggravate</li> <li>• Do not make excessive noise</li> </ul>
	Allergic reaction	
	Panic	
	Being trampled/charged at	
<b>Vegetation</b>	Poisonous plants	<ul style="list-style-type: none"> <li>• Do not pick/taste/eat any plants</li> <li>• Do not approach</li> <li>• Carry antihistamines</li> </ul>
	Gauze bushes	
<b>Rivers, brooks, streams, canals</b>	Drowning	<ul style="list-style-type: none"> <li>• Do not approach</li> <li>• If unavoidable, choose safe crossing points, with adults aiding children across in single file</li> <li>• Remain together as a group</li> </ul>
	Hypothermia	
	Becoming separated from the group	
<b>Roads, paths</b>	Injury/death	<ul style="list-style-type: none"> <li>• Remain together as a group or sub group depending on the available path space</li> <li>• Supervise crossing, stop traffic, cross single file</li> <li>• Be aware of your surroundings</li> <li>• Walk at a steady pace</li> </ul>
<b>Vehicular traffic</b>	Slips and trips	
<b>Uneven surfaces</b>		
<b>Fatigue</b>	Illness/becoming weak	<ul style="list-style-type: none"> <li>• Monitor energy levels and abilities</li> <li>• Consider the route/distance in advance</li> <li>• Carry food and water to re-energise and rehydrate</li> </ul>
<b>Stiles</b>	Falling/injury	<ul style="list-style-type: none"> <li>• Supervise participants going over stiles; go in single file</li> </ul>
<b>Barbed wire</b>	Becoming trapped	<ul style="list-style-type: none"> <li>• Take care and be aware of your surroundings</li> </ul>

# PIONEERING

Hazard	Risk	Guidance
<b>Equipment</b>	Injuries: splinters/ protruding nails  Trapping of fingers  Entanglement in ropes	<ul style="list-style-type: none"><li>• Check equipment/kit before use</li><li>• Ensure ropes are secure</li><li>• Listen to the safety briefing before beginning</li></ul>
<b>Field conditions</b>	Slips and trips	<ul style="list-style-type: none"><li>• Wear suitable clothing/ footwear</li><li>• Maintain control of the group</li></ul>
<b>Other participants</b>	Overcrowding  Confusion  Collisions	<ul style="list-style-type: none"><li>• Ensure group awareness of surroundings and other participants</li></ul>



## RIVER RAFTING

Hazard	Risk	Guidance
<b>Water's edge ground conditions; wet, muddy, uneven</b>	Slips and trips	<ul style="list-style-type: none"> <li>• Wear suitable footwear</li> <li>• Brief group of conditions</li> <li>• Walk slowly and sensibly</li> </ul>
<b>Water</b>	Drowning  Panic  Capsizing	<ul style="list-style-type: none"> <li>• Ensure swimming competencies in advance</li> <li>• Listen to and follow the safety briefing/instructor</li> <li>• Remain calm</li> <li>• Ensure constant supervision</li> <li>• Check depth of water</li> <li>• Wear suitable footwear and Personal Protective Equipment i.e. helmets, buoyancy aids</li> </ul>
<b>High winds or high waters</b>	Missing participants  Group becoming fragmented  Injuries	<ul style="list-style-type: none"> <li>• Check the weather forecast in advance and continually monitor for changing conditions</li> <li>• Adapt the activity in line with the conditions, cancel the activity altogether if necessary</li> </ul>
<b>Other water users</b>	Collision  Overcrowding	<ul style="list-style-type: none"> <li>• Ensure your groups' area is well defined and that participants remain within it</li> </ul>

## TEAM SPORT (Football, Volleyball, Rounders etc.)

Hazard	Risk	Guidance
<b>Equipment</b>	Injuries: splinters/ protruding nails	<ul style="list-style-type: none"> <li>• Check equipment/kit before use</li> </ul>
	Trapping of fingers	
<b>Field conditions</b>	Slips and trips	<ul style="list-style-type: none"> <li>• Wear suitable clothing/ footwear</li> <li>• Maintain control of the group</li> </ul>
<b>Other participants</b>	Overcrowding	<ul style="list-style-type: none"> <li>• Ensure group awareness of surroundings and other participants</li> </ul>
	Confusion	<ul style="list-style-type: none"> <li>• Only play one game at a time</li> </ul>
	Collisions	<ul style="list-style-type: none"> <li>• Maintain constant supervision</li> </ul>
<b>Fatigue</b>	Illness/becoming weak	<ul style="list-style-type: none"> <li>• Monitor energy levels and abilities</li> <li>• Carry food and water to re- energise and rehydrate</li> </ul>
<b>Insects</b>	Stings/bites	<ul style="list-style-type: none"> <li>• Carry antihistamine and/or epi-pens as appropriate</li> </ul>
	Allergic reaction	<ul style="list-style-type: none"> <li>• Check allergies in advance</li> </ul>
<b>Weather conditions</b>	Sun burn/stroke	<ul style="list-style-type: none"> <li>• Wear appropriate clothing</li> <li>• Check the weather forecast in advance for the entire duration of the activity</li> </ul>
	Heat exhaustion	<ul style="list-style-type: none"> <li>• Wear sun hats/sunglasses</li> </ul>
	Dehydration	<ul style="list-style-type: none"> <li>• Carry drinking water</li> <li>• Use high factor sunscreen</li> </ul>

## TOBOGGANING

Hazard	Risk	Guidance
<b>Steps/climb up to the toboggan run</b>	Breathlessness /fatigue  Trips and slips	<ul style="list-style-type: none"> <li>• Control group pace to match slowest member</li> <li>• Exercise caution, do not run or push past each other</li> </ul>
<b>Chairlift up to the toboggan run</b>	Falling out  Injury	<ul style="list-style-type: none"> <li>• Brief participants to sit far back within the chair and use safety guards</li> <li>• Position adults/leaders at the front and back of the queue to assist at both ends</li> <li>• Age range is 3 and above (under 8 yrs only ride with an adult)</li> </ul>
<b>Before and during the toboggan run</b>	Falling out  Injury	<ul style="list-style-type: none"> <li>• Listen to and adhere to the safety instructions provided</li> <li>• Wear suitable clothing to ensure it does not become entangled with the toboggan and track.</li> <li>• Only set off when staff permit it</li> <li>• Wear the seat belts provided throughout the whole circuit for you safety</li> <li>• Control speed so as not to endanger themselves or others</li> <li>• Maintain a safe distance of 25 metres between participants</li> <li>• Sit upright in the toboggan with feet facing forward and facing the direction of travel at all times. Do not kneel.</li> <li>• Keep both hands on the brake leavers</li> <li>• Do not lean or reach outside of the toboggan</li> </ul>
<b>At the end of the run</b>	Collisions/pile up  Injury	<ul style="list-style-type: none"> <li>• At the end of the track, approach the brake belt at walking speed</li> <li>• Move from the bottom of the run immediately</li> </ul>

## SAND YACHTING

Hazard	Risk	Guidance
<b>Other sand yacht users</b>	Collision  Injury	<ul style="list-style-type: none"> <li>• Keep a braking distance of at least 10 metres between each Sand Yacht</li> <li>• Give way to the right</li> <li>• Listen to safety briefings</li> <li>• Be aware of your surroundings and other participants</li> </ul>
<b>Sand</b>	Discomfort: sand getting into eyes	<ul style="list-style-type: none"> <li>• Wear goggles/face scarf</li> <li>• Carry eye wash</li> </ul>
<b>The Sand Yacht</b>	Getting hands, feet, clothing or hair trapped in the Sand Yacht	<ul style="list-style-type: none"> <li>• Ensure clothing and hair is secure and not loose</li> <li>• Keep hands and feet within the Sand Yacht when moving</li> <li>• Do not lean out the Sand Yacht</li> </ul>
<b>Wind</b>	Injury/falling	<ul style="list-style-type: none"> <li>• Check the weather conditions remain appropriate throughout the activity</li> <li>• Listen to the advice of the activity staff</li> <li>• Correctly steer the Sand Yacht as per the safety briefing</li> </ul>

## HIGH ROPES/ZIP WIRES

Hazard	Risk	Guidance
<b>Equipment</b>	Ill-fitting or incorrectly worn equipment could lead to injury	<ul style="list-style-type: none"> <li>Let the instructor issue the equipment for each participant so that it fits well and is secure</li> </ul>
<b>The high ropes structure</b>	Collision causing injury  Damage to the structure causing injury	<ul style="list-style-type: none"> <li>Listen to the safety briefing</li> <li>Use slow and secure movements</li> <li>Only complete activity under supervision as part of a pre-arranged group</li> </ul>
<b>Belays</b>	Hair/body parts getting caught in the belay	<ul style="list-style-type: none"> <li>Tie back long hair</li> <li>Listen to the safety briefing in which you will be shown how to brake correctly</li> </ul>
<b>Other users of the course</b>	Collision  Injury	<ul style="list-style-type: none"> <li>Listen to the safety briefing</li> <li>Maintain a safe distance between participants</li> <li>Only set off when staff permit it</li> <li>Move from the end platform immediately</li> <li>No two participants are to be on a zip wire at any one time</li> </ul>
<b>The area surrounding the course</b>	Slips and trips	<ul style="list-style-type: none"> <li>Be aware of your surroundings</li> <li>Do not run or rush</li> </ul>
<b>Height</b>	Anxiety/freezing/panic	<ul style="list-style-type: none"> <li>Keep calm</li> <li>Accept assistance from the instructor who will lower the participant to the ground as quickly and safely as possible</li> </ul>

## SWIMMING POOLS

Hazard	Risk	Guidance
<b>Pool surround</b>	Slips and trips	<ul style="list-style-type: none"> <li>• Don't run</li> <li>• Explain rules at the beginning</li> </ul>
<b>Ladder</b>	Slips and trips Injury to other participants	<ul style="list-style-type: none"> <li>• Only one user to enter/exit the pool at a time</li> <li>• Use the handrails provided</li> <li>• No pushing/pulling</li> </ul>
<b>Water</b>	Drowning	<ul style="list-style-type: none"> <li>• Check swimming competencies in advance</li> <li>• Ensure constant supervision even if lifeguards are present</li> <li>• Take note of water depth and any variations ie. Deep end</li> <li>• Encourage a buddy system with participants looking out for one another</li> </ul>
<b>Fatigue</b>	Injury Drowning	<ul style="list-style-type: none"> <li>• Monitor energy levels</li> <li>• Carry high energy foods with you</li> <li>• Stop the activity if necessary</li> </ul>
<b>Air temperature</b>	Exposure/hypothermia	<ul style="list-style-type: none"> <li>• Wear appropriate clothing</li> <li>• Change into dry clothing if feeling cold</li> </ul>
<b>Diving boards</b>	Slips and trips Injury to self or others	<ul style="list-style-type: none"> <li>• Only one user at a time</li> <li>• Only participate in a designated area</li> <li>• Exit the diving area immediately after entering the water</li> <li>• Warn others to avoid the area</li> <li>• Ensure constant supervision even if lifeguards are present</li> </ul>
<b>Jacuzzis</b>	Fatigue Drowsiness	<ul style="list-style-type: none"> <li>• Do not allow participants under 15 years to use</li> <li>• Restrict the amount of time participants can use them</li> </ul>
<b>Water Shutes</b>	Injury to self or others	<ul style="list-style-type: none"> <li>• Observe all signage and/or lifeguard instructions</li> <li>• Ensure constant supervision even if lifeguards are present</li> <li>• Only one user at a time</li> <li>• Exit the diving area immediately after entering the water</li> </ul>

## TEN PIN BOWLING

Hazard	Risk	Guidance
<b>Bowling lanes</b>	Slips and trips	<ul style="list-style-type: none"> <li>• Ensure that participants are wearing the loaned footwear from the venue</li> <li>• Only allow one person at a time at the top of the lane, others to remain seated or well clear of the bowling area</li> <li>• Do not enter the lanes, even if a bowling ball has stopped, alert the venue staff instead to retrieve it safely</li> <li>• Take care when releasing the balls into the lanes</li> </ul>
<b>Ball return mechanism</b>	Injury/trapping	<ul style="list-style-type: none"> <li>• Ensure participants know what the mechanism is and how it works</li> <li>• Only retrieve balls once they are stationary</li> <li>• Do not reach into the hole</li> </ul>
<b>Bowling balls</b>	Strains/trapping	<ul style="list-style-type: none"> <li>• Ask the venue staff to do a safety briefing before beginning</li> <li>• Observe safety notices/ information in the venue</li> <li>• Ensure that each participant selects a ball that they are able to lift comfortably and with the correct finger holes</li> </ul>
<b>Café/Gaming areas</b>	<p>Group becoming separated</p> <p>Gambling machines</p> <p>Sale of alcohol</p> <p>Other members of the public</p>	<ul style="list-style-type: none"> <li>• Closely supervise all areas of the Bowling venue</li> <li>• Do not converse or wander off with members of the public</li> </ul>

## SKATING

Hazard	Risk	Guidance
<b>Skates</b>	Slips and trips  Injury to self (cut fingers, bumps/bruises) or others  Discomfort/blisters	<ul style="list-style-type: none"> <li>• Be aware of differing shoe sizes for different countries</li> <li>• Supervise fitting and check that each skater is happy and comfortable</li> <li>• Walk in them in a safe area before entering the rink</li> </ul>
<b>Ice</b>	Falling/injury to self or others	<ul style="list-style-type: none"> <li>• Maintain a sensible speed for the number of skaters, don't stop suddenly or skate against the flow of other skaters</li> <li>• Wear suitable and warm clothing to provide extra padding</li> <li>• Wear provided PPE if required (Helmet)</li> <li>• Use support bar if required</li> <li>• Wear gloves</li> </ul>
<b>Direction and speed</b>	Collisions  Injury to self or others  Falling	<ul style="list-style-type: none"> <li>• Follow the direction of the rink</li> <li>• Observe and safety signage and/or rink staff instructions</li> <li>• Maintain a sensible speed for the number of skaters, don't stop suddenly or skate against the flow of others</li> <li>• Don't attempt to drag or skate with less confident skaters</li> <li>• Wear suitable clothing to provide extra padding</li> <li>• To decelerate, slow down gradually, do not skid or crash in toward barriers to stop</li> <li>• Only enter the rink at designated areas, do not clamber over barriers</li> </ul>
<b>Temperature</b>	Hypothermia	<ul style="list-style-type: none"> <li>• Wear warm clothing and gloves</li> <li>• Change into dry clothing should you become wet</li> <li>• Drink warm drinks</li> <li>• Stop the activity if too cold</li> </ul>
<b>Inappropriate activities ie. hockey</b>	Equipment  Collisions  Falls  Slips and trips	<ul style="list-style-type: none"> <li>• Consider group experience</li> <li>• The activity should not be competitive or be anything other than simple forward motions</li> <li>• Outline rules and expectations of acceptable activity on the ice rink</li> </ul>



## GO KARTING

Hazard	Risk	Guidance
<b>Kart</b>	<p>Collisions/ pile up</p> <p>Falling out</p> <p>Entangled</p>	<ul style="list-style-type: none"> <li>• Listen to and understand all safety briefings and operating instructions prior to commencement of the activity.</li> <li>• Ensure go karts are fitted with a protective barrier to prevent the wheels from touching the surroundings, 4-point racing harnesses, head support and an electric shut off system.</li> <li>• Wear the seat belts provided throughout the whole session for you safety.</li> <li>• Ensure clothing and hair are well secured to avoid becoming trapped</li> <li>• Wear Personal Protective Equipment and clothing as provided by the track's staff (this may include driving suits, eyewear and helmets).</li> <li>• Control speed so as not to endanger yourselves or others.</li> <li>• Keep both hands on the steering wheel.</li> <li>• Do not lean or reach outside of the kart.</li> </ul>
<b>Track</b>	Collisions/ pile up	<ul style="list-style-type: none"> <li>• Participants should not go off on their own and at any point go onto the track without authorisation.</li> <li>• Follow the rules of the track including any flagging system which may be indicated by the track marshal i.e. Blue = move over and let someone pass, warning flag = prohibited driving warning, black flag = disqualified, drive to the pit lane.</li> <li>• Wear suitable clothing to ensure it does not become entangled with the karts.</li> <li>• Only set off when staff permit it</li> <li>• Be aware of those around you.</li> </ul>
<b>Direction and speed</b>	Collisions/ pile up	<ul style="list-style-type: none"> <li>• Ensure the track is clearly defined and followed as per directions</li> </ul>
<b>Drivers with existing health conditions causing collisions</b>	Potential on-track accident leading to injury	<ul style="list-style-type: none"> <li>• Drivers / group leader must declare that the driver is physically and mentally fit to participate in the events.</li> <li>• Drivers should not take part if they have an existing health condition that might be aggravated by significant physical demands of kart racing.</li> </ul>

# HORSE RIDING

Hazard	Risk	Guidance
<b>Weather conditions</b>	Sun burn/stroke	<ul style="list-style-type: none"> <li>• Wear appropriate clothing</li> <li>• Check the weather forecast in advance for the entire duration of the activity</li> <li>• Wear sun hats/sunglasses</li> <li>• Carry drinking water</li> <li>• Use high factor sunscreen</li> </ul>
	Heat exhaustion	
	Hypothermia	
	Dehydration	
<b>Animals and insects</b>	Stings/bites	<ul style="list-style-type: none"> <li>• Carry antihistamine and/or epi-pens as appropriate</li> <li>• Check allergies in advance</li> <li>• Remain calm and move slowly around animals</li> <li>• Do not approach/aggravate</li> <li>• Do not make excessive noise</li> </ul>
	Allergic reaction	
	Panic	
	Being trampled/charged at	
<b>Handling Horses</b>	Blistering or Friction burns to hands	<ul style="list-style-type: none"> <li>• Listen to and understand all safety briefings and instructions prior to commencement of the activity</li> <li>• Adopt appropriate handling techniques shown and wear protective equipment available/provided</li> <li>• Follow the direction of the group leader</li> <li>• Maintain a safe distance between participants</li> <li>• Only set off when staff permit it</li> </ul>
	Tread injuries to feet	
	Bites from horse	
	Falling off the horse	
	Collision	
<b>Equipment</b>	Body parts stuck in equipment	<ul style="list-style-type: none"> <li>• Ensure clothing and hair is secure and not loose</li> <li>• Ensure equipment is well fitted and secure</li> <li>• Observe the correct technique for ascending and descending</li> <li>• Listen to all instructions</li> <li>• Remain calm</li> </ul>
	Injury	
	Becoming stuck/frozen	