



EXPEDITION PROVIDERS' ASSOCIATION (EPA) STANDARD for the PROVISION of OVERSEAS EXPEDITIONS for YOUNG PERSONS

This standard has been produced by a Working Group of companies within EPA (Expedition Providers' Association) in order that responsible companies can collectively adopt a minimum set of requirements which potential clients could refer to when selecting a Provider.

The group was called together by the DfES as part of the proposal that each sector of the Outdoor Industry should have a 'Badge' that would inform potential clients of the standards to which a third party Provider operates.

The Working Group consists of members of the Expedition Providers' Association (Adventure Lifesigns, Adventureworks, Outlook Expeditions, Wilderness Expertise, World Challenge) and a representative of other organisations from EPA.

The EPA membership agreed to this Code of Practice as a common code of working practice on 25 September 2007. The group will now work towards a scheme of certification by an external certification body by the end of 2008.



DRAFT EXPEDITION PROVIDERS' ASSOCIATION STANDARD for THE PROVISION OF OVERSEAS EXPEDITIONS for YOUNG PERSONS

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INTRODUCTION

The scope of this standard specifies requirements for the provision of overseas expeditions for young people, specifically focusing on operational and financial safety.

This standard is written as a specification that sets out requirements to which a provider has to conform and recommendations to which a provider is strongly advised to conform. Requirements are expressed in sentences using the word "shall" and recommendations are expressed using the word "should".

This standard does not warrant, guarantee or insure that compliance with its requirements prevents any or all injury or loss that may be caused by or associated with any person's use of services, facilities, equipment, or other items or activities that are the subject of this standard; nor does this standard assume any responsibility or liability for any such injury or loss. This standard expressly disclaims any responsibility by the authors, liability or duty to certified Providers, Providers' staff and to Providers' clients and their families, or any such liability arising out of injury or loss to any person by the failure of Providers or Providers' staff to adhere to its requirements.

The standard has its roots in the publications listed in Annex A. A wide number of organisations, as listed in Annex B, have also been consulting throughout drafting.



DEFINITIONS

Accompanying Adult – an adult member of the expedition provided by the client or local authority.

Adult – Person over the age of 18 who may be a participant or member of the Leadership Team.

Certified Provider – a Provider that has demonstrated via external verification that it meets and adheres to the requirements set out in this standard.

Client – the individual, school, youth group and/or organisation with whom the Provider is contracted to provide a service.

Competent Person – an adult who is suitably experienced and/or qualified for the tasks for which they are responsible.

Duty of Care – the obligation that anyone of sound mind has in any given situation towards the safety of others.

Expedition – overseas travel that involves a deliberate element of risk, challenge or adventure and requires specialist skills for its safe management.

Expedition Assistant – an adult member of the expedition appointed by the Provider usually included so the provider can achieve correct supervisory ratios and/or gender balance.

Expedition Team – a team made up of the Leadership Team and Participants.

Higher Duty of Care - the duty of care held by a person who has greater experience or qualifications in an activity (or aspects of an activity) than other people with a duty of care and who is therefore seen to have decision-making primacy over others with regard to that activity.

Incident – unplanned occurrence (accident or emergency), which does cause harm or change of plan.

Leader – a Competent Person whom the Provider has selected to lead an expedition.

Leadership Team – a group of adults consisting of a Leader and one or more accompanying adults and Expedition Assistants (if any), who have a higher duty of care for the members of the expedition.

Medical Practitioner - a doctor who possesses a medical degree and is registered with the General Medical Council (GMC).

National Governing Body (NGB) – body generally accepted as arbiters of good practice for a particular activity.

Near miss – unplanned occurrence (accident or emergency) with the potential to cause harm or change of plan.



Parent/Guardian – an individual with sole or joint legal responsibility for a person under the ages of 18.

Participant – person taking part in the expedition but not a member of the Leadership Team.

Provider – a company or not for profit organization that is responsible for the provision of an overseas expedition for young people.

Safety Management System – a comprehensive set of policies and procedures laid down and adhered to by the Provider in pursuit of good practice.

Stakeholders – persons or recognised bodies having a legitimate interest in the expedition such as participants; parents; clients and Local Authorities.

Technical Activity – an activity conducted or supervised by a person with specialist knowledge and training in the tasks that the activity demands.

Technical Adviser – an experienced and qualified member of the Provider's organisation competent to assess and manage technical activities.

Young people – young people under the age of 25 who may, or may not be in full-time education.

1 BUSINESS PRACTICE

Providers shall supply to clients, and on request stakeholders, evidence that they operate legally and that any monies paid to the Provider are secure from bankruptcy. Evidence of this shall include:

Public and Employers Liability Insurance that covers all UK and overseas activities.

A statement of compliance with The Package Travel, Package Holidays and Package Tours Regulations 1992, and proof that any flight tickets are purchased through an Air Travel Organisers License (ATOL) holder.

Copy of any Adventurous Activities Licensing Scheme (AALS) License for UK activities that fall under the licensing remit.

A child protection policy including the use of background checks, such as reference checks, enhanced level Criminal Records Bureau (E-CRB) checks and/or Disclosure Scotland checks.

Expedition Specific contract including Terms and Conditions.

2 HEALTH AND SAFETY

To ensure a high level of safety throughout the activity, the Provider shall:



- a. Establish and annually review a written Health and Safety policy statement.

Implement a documented safety management system in accordance with Section 3.

Have a documented, rehearsed and up to date Emergency or Incident Response Plan and Communications Plan.

3 SAFETY MANAGEMENT SYSTEM

The Provider shall design and document a safety management system that includes:

- a. An expedition risk assessment process focusing on the activities to be undertaken, including a review of safety, health, security, environment and local community factors;
- b. A summary of significant risks;
- c. Control measures to reduce risks;
- d. Provision of contingency plans (Plan Bs) for key expedition phases;
- e. Details of any specific training required to reduce risks;
- f. Details of how the clients, leadership team and other stakeholders are informed of the outcomes of this process;
- g. Appointing a competent person to oversee and implement the safety management system, advised as necessary by a Technical Adviser (the two roles may be combined);
- h. For all water-based activities, a requirement that the Leader completes a site-specific risk assessment, implements control measures and provides an appropriate level of supervision (as agreed with the client). Training for Leaders could include:

1. The BCU Canoe Safety Test
2. The Palm River Safety Initiative training
3. Royal Life Saving Society Awards training
4. Swimming Teachers Association training
5. Tailor made specific competency training, given by individual organisations for their Leaders, that is based on elements of the training given in 1. to 4.
6. Verifiable overseas qualifications of a nature similar to the training given in 1. to 5.

- i. Establish and document monitoring of the safety management systems.



- j. Maintain and review a written log of the details of any incident or 'near-miss' and log any corrective action taken (immediate if necessary) to preclude any recurrence.
- k. Complete an annual report on incident trends and review and update the safety management system in line with the conclusions of the report.

4 DUTY OF CARE

The Provider shall ensure that responsibility for the Duty of Care (specifically the Higher Duty of Care relating to technical activities and pastoral matters) of the expedition team throughout the expedition is agreed between the Provider and the Leadership Team. This shall take place in advance of the expedition, shall be documented and shall be communicated to all expedition team members and on request to other stakeholders prior to the start of the expedition.

5 CONTRACTING

5.1 The Provider shall put in place a formal contract using one of the following three options:

- a. A contract and payments made directly with the client for the number of expedition places. This contract shall include details of cancellation of places and expedition cancellation.
- b. A contract and payments made with the parent/guardian and a separate Memorandum of Understanding between the Provider and the client that ensures that the school retains control of the expedition. The Memorandum of Understanding shall include details of cancellation of places and expedition cancellation.
- c. A contract made with the client and separate Booking Conditions between the parent/guardian and the Provider detailing individual payment procedures under the stipulations of that contract. This contract shall include details of cancellation of places and expedition cancellation.

5.2 The Provider shall ensure that the client and participants have been given all information specified in 5.3 in order to make an informed decision to join the expedition. The Provider shall obtain written informed consent from all participants and for those aged under 18 this shall be informed parental consent.

5.3 The Provider shall make the following information available to all clients and participants and on request to other stakeholders. Where this information is not available at point of sale, the Provider shall outline a timetable within which this information will be provided:

- a. Expedition aim and objectives.
- c. Participant equipment list.



- d. Information on fitness preparation.
- e. Medical guidance on any inoculations and specific medications required.
- f. A summary of significant risks.
- g. Detailed expedition itinerary.
- h. Emergency or Incident Response Plan.
- i. Overview of the Communications Plan.
- j. Additional costs (visas, inoculations, equipment, etc.).
- k. Competencies and responsibilities of the Leadership Team.

5.4 The Provider shall have an inclusive selection policy for each expedition agreed with the client and this should be outlined in the Terms and Conditions This shall be communicated to participants (and other stakeholders on request) prior to contracting.

5.5 The Provider shall take all reasonable steps to provide an alternative expedition destination in the event of unavoidable cancellation due to Force Majeure.

6 CODE OF CONDUCT

6.1 The Provider shall have a written Participant Code of Conduct that is agreed with the client and parent. This shall be tailored to the expedition team, type and destination.

6.2 The Participant Code of Conduct shall inform participants and clients (and on request stakeholders) of the disciplinary action of breaching the Participant Code of Conduct.

6.3 The Provider shall have a written Leadership Team Code of Conduct.

7 PREPARATORY ACTIVITIES IN THE UK

7.1 The Provider shall comply with The Activities Centres (Young Persons' Safety) Act 1995, and shall hold a valid license issued by the Adventure Activities Licensing Scheme (AALS) for those activities within the Scheme's scope undertaken within the UK.

7.2 Where the Provider is not legally required to hold an Adventure Activities License because the activity concerned is outside the scope of The Activities Centres (Young Persons' Safety) Act 1995, the Provider shall apply the principles of AALS.

7.3 The Provider shall provide practical, pre-expedition training as identified in the Risk Assessment. This shall be appropriate to the skills required by the participants in the light of the planned itinerary and agreed with the client before the start of the expedition.



7.4 The Provider shall ensure that all members of the expedition team have been prepared, in line with the outcomes of the risk assessment, for participation in the expedition. This preparation shall include:

- a. Establishing a system to monitor that all members of the expedition team, including adults, are mentally and physically prepared to take part in the expedition.
- b. A methodology to ensure that any pre-existing medical/psychological conditions that could affect the expedition are disclosed.
- c. Ensuring that all members of the expedition team with pre-declared medical/psychological conditions are deemed suitable by qualified medical opinion to participate.

7.5 The Provider shall ensure that the Leader is inducted into the Provider's organisation. This induction shall include details of the Provider's safety management system.

7.6 The Provider shall ensure that, unless by prior agreement or under exceptional circumstances:

- a. the opportunity exists for the Leader to work in a leadership capacity with other expedition team members prior to the expedition;
- b. the participants and parents/guardians have the opportunity to meet the proposed Leader prior to the expedition taking place.

An example of an 'exceptional circumstance' would be when a replacement Leader is required following the last minute incapacity of a previously assigned Leader.

7.7 Where a replacement Leader is engaged, the expedition preparation shall include re-evaluation of the intended itinerary in conjunction with the replacement Leader and clients and the implementation of any changes identified.

8 LEADER SELECTION

The competence of the Leader is the single most important factor in protecting the Health and Safety of participants involved in overseas expeditions. As such, the ability of the Provider to assess Leader competence accurately is a fundamental requirement.

8.1 The Provider shall appoint a Leader to the expedition who has been formally assessed by the Provider as competent in accordance with 8.9 and the Leader Matrix in Annex D.

8.2 The Provider shall appoint a Leader who is able to meet the participants within a timescale that takes account of 8.4 to 8.9. This appointment shall be made a minimum of 4 months before departure, unless by prior agreement otherwise, though no explicit safety issue arises from the appointment of late or replacement Leaders.



8.3 Where an appointed Leader pulls out of the expedition, the Provider shall appoint a replacement Leader who has been formally assessed by the Provider as competent in accordance with 8.9 and the Leader Matrix in Annex D.

8.4 The Provider shall ensure the assessment of Leader competence is overseen by a member of the Provider's organisation that is experienced and/or qualified to carry out the task.

This Overseer may be a Technical Advisor.

8.5 If the Overseer specified in 8.4 is not competent to assess all the risks, the Provider shall select a Technical Adviser to assist him/her. The Technical advisor shall have:

- a. Documented experience of leading expeditions of a similar type to that for which the potential Leader is being assessed;
- b. Recent knowledge of the principal geographical, political and cultural factors in the region concerned; or at a minimum some practical familiarity with similar physical environments;
- c. Experience of leadership and group management in the expedition environment.

8.6 Where a Technical Advisor assesses the competence of the Leader to lead technical activities, the Provider shall ensure that the Technical Adviser:

- a. Holds a valid National Governing Body qualification at the minimum 'Technical Adviser' level as stipulated in HSE L77 'Guidance to the Licensing Authority on the Adventure Activities Licensing Regulations' 1996, appropriate to the activity concerned; or
- b. Holds an equivalent valid UK military qualification which is recognised by the UK Governing Body; or
- c. Formally engages the services of other Competent Persons qualified at or above the level specified in a. or b.

8.7 Where a Technical Advisor works with other Competent Persons to assess Leader competency, these Competent Persons:

- a. shall conform to 8.5a., b. and c.; and
- b. where assessing competency to lead technical activities, shall conform to 8.6.

8.8 Although the Provider may use Competent Persons to assist with the task of assessing Leader competence, the Provider shall retain the ultimate responsibility for formally confirming Leader competence in accordance with 8.10.

8.9 The Provider shall ensure that the Overseer specified in 8.4, the Technical Adviser and/or other Competent Persons working with them assess Leader competence using some of the following methods:



- a. An interview;
- b. A review of documented experience in line with the Leader Matrix in Annex D;
- c. Checks on in-date original certificates of qualifications. Where it is not possible to view original certificates, the Provider shall undertake checks with the relevant National Governing Body or overseas equivalent.
- d. Following up of at least 2 references, one of which may be verbal.

These references should be obtained from persons who have either worked alongside the potential Leader in an outdoors, expedition or youth development environment, or have previously appointed him or her in a Leader capacity.

- e. An assessment of the potential Leader's competencies relevant to the requirements of expedition leadership (independent of any National Governing Body awards held by the Leader). This shall involve observation of the Leader working with the participants that he or she is expected to lead (or a group of young people of a similar age).
- f. Ensuring that the potential Leader holds an in-date first aid training certificate from a training provider recognized by the HSE as appropriate to the environment to which they will be exposed. The training shall consist of a minimum of a 16-hour course including an assessed element at or above the level required by the relevant NGB.
- g. Background checks including:
 - i. an enhanced check with the Criminal Records Bureau (E-CRB) and/or Disclosure Scotland;
 - ii. List 99; and
 - iii. PoCA lists.

8.10 The Provider shall ensure all Leaders have a 'Leader Statement of Competence' signed and dated by the Overseer specified in 8.4, a Technical Advisor or other Competent Persons specified in 8.7. This is a professional judgment: it does not necessarily amount to a decision to use the Leader in question, for which there shall be accountability at Director level.

8.11 The Provider shall maintain up to date records of Leader and Technical Adviser Competencies. In all cases this shall include details of Leader induction and training and items referenced in 8.9 and 8.10.

8.12 The Provider shall ensure that there is at least one member of the Leadership Team of the same sex as the participants (i.e. mixed Leadership Teams are necessary for mixed gender expeditions). In all but exceptional circumstances this gender balance shall be maintained for the duration of the expedition.



An example of an exceptional circumstance is when a member of the Leadership Team is required to provide pastoral care to a hospitalized participant resulting in a temporary gender imbalance in the Leadership Team.

8.13 The Provider shall ensure that adult supervision ratios conform to the requirements of the relevant Local Authority for the type of participant involved and activities being undertaken. These ratios shall be maintained for the duration of the expedition, taking account of all relevant local factors.

8.14 The Provider shall ensure that the risk assessment outlines the impact and mitigation of the incapacitation of the Leader and/or other members of the Leadership Team.

9 PARTICIPANT SELECTION

9.1 The Provider shall assess the suitability and capability of each participant to undertake all elements of the proposed expedition. This judgment shall be based on:

- a. Prior knowledge of the participant, including:
 - i. First-hand experience;
 - ii Information from third parties; and
 - iii All relevant medical information.
- b. Prior knowledge of the expedition/activity, including:
 - i. The activity itself;
 - ii. The environment (terrain, climate, etc.);
 - iii Contingency Plans (Plan Bs);
 - iv. The Emergency Response Plan; and
 - v. Risk assessments

9.2 The Provider shall ensure the information resulting from the analysis in 9.1 is recorded in Risk Assessments and shall be passed onto the Leader prior to the expedition.

10 EXPEDITION

10.1 The Provider shall ensure that prior to departure the Leadership Team is briefed by a Competent Person who is in possession of expedition specific knowledge gained about the destination from recce and research material.

10.2 The Provider shall give the Leader supporting documentation before departure. This shall include, but is not necessarily limited to:

- a. Medical backgrounds of all participants
- b. Emergency Response Plans
- c. Risk Assessment
- d. Itinerary and budget



- e. Contingency Plans (Plan Bs)
- f. Communications Plan
- g. Copies of flight tickets and passports
- h. Equipment lists

10.3 The Provider shall implement a system to ensure that safety critical equipment is fit for purpose.

10.4 The Provider shall ensure that the Leader is empowered through their contract of employment to make adjustments to the activity/itinerary to ensure the Health and Safety of participants; and to continue to monitor individuals and make justifiable judgments throughout the expedition.

10.5 The Provider shall ensure that on completion of each expedition there is a reporting and review mechanism to identify and implement any lessons learnt.

11 INCIDENT MANAGEMENT

11.1 In the UK

11.1.1 The Provider shall have a system for the Leadership Team to contact UK based duty staff 24hrs a day for the duration of the expedition. All duty staff shall have received training to carry out their duties prior to the expedition.

11.1.2 The Provider shall ensure that resources are available 24hrs a day to manage all levels of incident (appropriate to the type and number of expeditions overseas at any given time).

11.1.3 The Provider shall have the ability to transfer required funds overseas at short notice.

11.1.4 This Provider shall develop a UK business continuity plan in the event of principle premises becoming unavailable or incapacitated.

11.2 Whilst overseas

11.2.1 The Provider shall ensure that Contingency Plans (Plan Bs) are built into the itinerary, sufficient to cope with risks identified in the risk assessment.

11.2.2 The Provider shall ensure that the Leader has access to an in-country agent or point of contact at all times.

11.2.3 The Provider shall implement a system for providing the relevant British Embassies or High Commissions with expedition itinerary details before the start of the expedition.

11.3 Communications

The Provider shall document a Communications Plan that includes:



- a. a method of implementing the Emergency or Incident Response Plan at all times during the expedition.

This method should be two-way communication known to be effective in the region. Mobiles may suffice in developed countries, but Satellite phones should be the norm in the Developing World.

Other devices may be used in addition so as to add to the robustness of the Communications Plan should the primary system fail. These devices include:

- i. Emergency Position Indicating Radio Beacon (EPIRB).*
- ii. Personal Locating Beacon (PLB).*
- iii. Mobile phone.*
- iv. Two-way radios.*
- v. Satellite phone*

- b. details of the regularity, methods and circumstances under which the Leader is expected to make contact with the company's UK base, providing specific guidance on the need to confer before deviations from the itinerary.

11.4 Emergency or Incident Response Plan

11.4.1 The Provider shall have a written Emergency or Incident Response Plan available for activation at all times and in all locations on the expedition for all types of incidents and emergencies. The plan shall include:

- a. Medical treatment and evacuation, including details of the nearest hospital or medical facility and its accessibility.
- b. Search and rescue.
- c. Media handling.
- d. Stakeholder communication.

11.4.2 The Provider shall supply a written copy of the Emergency or Incident Response Plan to duty staff in advance of the expedition.

11.5 Medical

11.5.1 The Provider shall ensure First Aid provision in accordance with 8.9f.

11.5.2 The Provider and the Provider's duty staff shall have access to a Medical Practitioner with the ability to communicate with the Leadership Team overseas.

11.5.3 The Provider shall ensure that expedition team has access to medical services and support, including repatriation where required, within identified timescales.

12 ACCOMMODATION & TRANSPORT

As buildings, vehicles and transport facilities in likely expedition locations cannot be expected to meet recognized UK standards, ongoing Risk Assessments made by the



Leader in the field are the single most important factor in determining suitability of such items for use by participants.

12.1 The Provider shall instruct the Leader on how to make Risk Assessments of accommodation and transport.

12.2 Accommodation and transport deemed by the Provider or Leader to be unsuitable for Health and Safety reasons shall not be used by the expedition team.

12.3 The Provider shall ensure that clients are informed, prior to booking, of the type of accommodation and transport likely to be used during the expedition.

13 PROVIDER'S SELECTION OF GUIDES AND THIRD PARTY PROVIDERS

13.1 The Provider shall ensure that regardless of engagement of Guides or any Third Party Provider, the Leader has been informed that he or she remains in a position of primacy and is not absolved at any stage from his/her responsibilities as outlined in Section 8.

13.2 Where the services of a Guide or Third Party Provider are engaged for the supervision of technical activities (e.g. a rafting company), the Provider shall undertake a Risk Assessment of the services offered prior to the expedition's departure from the UK to determine their suitability and competency.

These checks should include:

- a. *Background checks (including history, training, safety, etc.) by in-country agents and, where appropriate, British Embassies.*
- b. *References from other users.*
- c. *Activity observation.*

13.3 The Provider shall ensure that the Leader agrees a Code of Conduct with the Guide and/or Third Party Provider for the activity they have been contracted to provide.

The Expedition Providers Association Working Group welcomes comments for future editions of this paper. This paper will be reviewed in January 2009.



ANNEX A – Reference Documents

The following documents were used as guidance during the production of this document:

Health and Safety of Pupils on Educational Visits
Outdoor Education Advisors Panel Guidance
Local Education Authority guidelines
School Travel Forum - Planning an Educational Visit
School Travel Forum - Safety Management
Young Explorer's Trust – Safe and Responsible Expeditions
Young Explorer's Trust - Expedition Leader Development Paper
OCR – Off-Site Safety Management Scheme
Expedition Provider's Association Selection of Third Party Providers
Adventure Activities Licensing Authority - Sensible Health and Safety when Selecting and Vetting Adventure Activity Providers (Version 1: 1 September 2005)
Kitestamp document (Clive Atkins)
Mark Tozer & Matt Wells, (Leader Matrix)
BS8848

ANNEX B – Consultation Group

The following individuals and organisations were consulted during the production of this document:

Outdoor Education Advisors Panel
Department for Education and Skills
Independent Schools Association
Adventure Activities Licensing Scheme
RGS/IBG – Expedition Advisory Centre
Young Explorer's Trust
Institute of Outdoor Learning
Educational Visits Advisory Council
School Travel Forum
English Outdoors Council
Adventurous Activities Industries Advisory Committee
Clive Atkins – Outdoor Education Consultant
Association of Heads of Outdoor Education Centres

ANNEX C – Acronyms

APIOL – Accredited Practitioner of the Institute of Outdoor Education
BCU – British Canoe Union
E-CRB – enhanced check with the Criminal Records Bureau
PoCA List – Protection of Children's Act List
NGB – National Governing Body
MLTUK – Mountain Leader Training United Kingdom
BSAC – British Sub-Aqua Club
PADI – Professional Association of Diving Instructors
OSSM – Off-Site Safety Management

Annex D - Leader Matrix

The Leader Matrix relates to technical qualifications and experience. This alone does not suggest competence in leading overseas expeditions. In order to gauge the suitability of a Leader, assessments shall be made with regards to the potential Leader's character, personality and previous experience of travelling within Developing World countries in conjunction with this Matrix. Therefore other skills alongside technical expertise are necessary additional competencies for the outdoor leader who wishes to lead an overseas expedition.

A person who is qualified by experience but does not possess NGB qualifications may be appointed as a Leader provided that:

- the experience is relevant and verifiable; and
- the experience can be judged to be above the level needed to gain the appropriate NGB qualification.

Expedition Activity Experience	Regional knowledge	Leader Qualifications	Core Competencies	Essential Knowledge and Additional Experience
Demonstrate experiential expertise in areas relevant to planned activities: <ul style="list-style-type: none"> Treks Mountaineering Rafting Caving Cycling and Mountain Biking Canoeing Working with animals Vehicle Diving Swimming Cultural/Social Projects 	Demonstrate experiential expertise in regions relevant to intended environment: <ul style="list-style-type: none"> Mountain Desert Jungle Water-based Tropical Polar Developing World Altitude 	Essential Qualifications: <ul style="list-style-type: none"> First Aid E-CRB check Demonstrate further professional development through: <ul style="list-style-type: none"> APIOL NGB Awards (MLTUK) BCU Awards BSAC / PADI Awards OSSM Coaching Awards NVQ Awards Other relevant Qualifications 	Demonstrate commitment to and evidence of the following key areas: <ul style="list-style-type: none"> Self-awareness Professional conduct and maturity Experienced based judgement and decision making Teaching/ Facilitation Environmental Awareness Programme Management Safety and Risk Management Technical Ability Working with Young People 	Demonstrate understanding and ability in assessing: <ul style="list-style-type: none"> Transport systems Medical facilities Emergency support Guides Accommodation Crime Gender Religions Leadership Style Problem Solving Crisis Management Novel Situations <p>Adapted from Matrix designed by Mark Tozer and Matt Wells 2006</p>