



**International
Standard**

ISO 31031

**Managing risk for youth and
school trips**

Gérer les risques pour les voyages scolaires et des jeunes

**First edition
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Contents

Page

Foreword	v
Introduction	vi
1 Scope	1
2 Normative references	1
3 Terms and definitions	2
4 Understanding the organization and its context	5
4.1 Operating context	5
4.2 Stakeholders	6
4.3 Organizational objectives and risk criteria	6
4.4 Risk profile	6
4.5 Trip risk management and delivery	7
5 Establishing the framework for managing risk for trips	7
5.1 Leadership and commitment	7
5.2 Policy	7
5.3 Roles, responsibilities and accountability	8
5.4 Objectives	9
5.5 Planning/establishing the programme	9
5.6 Implementation	10
6 Risk assessment	11
6.1 General	11
6.2 Risk identification	13
6.3 Risk analysis	13
6.4 Risk evaluation	14
7 Risk treatment	15
7.1 General	15
7.2 Risk avoidance	15
7.3 Sharing liability risk	15
7.3.1 General	15
7.3.2 General insurance	16
7.3.3 Special risk insurance	16
7.3.4 Third-party liability insurance	16
7.3.5 Third-party provider insurance	16
7.4 Handling the specific requirements of children and youth (also referred to as minors and young adults)	16
7.4.1 General	16
7.4.2 Identification and selection of potential participants	17
7.4.3 Information about potential participants	17
7.4.4 Protection of participants who are minors and vulnerable adults	18
7.5 Roles and responsibilities during the trip	18
7.5.1 General	18
7.5.2 Trip leader	19
7.5.3 Leadership team	19
7.5.4 Trip activity specialists	19
7.5.5 Individual placements and lone workers	20
7.5.6 Support personnel	20
7.5.7 Roles and responsibilities of participants during the trip	20
7.6 Supervision and staffing ratios	20
7.6.1 General	20
7.6.2 Direct supervision	22
7.6.3 Indirect supervision	22
7.6.4 Remote supervision	23
7.7 Safeguarding	24

ISO 31031:2024(en)

7.7.1	General	24
7.7.2	Safeguarding policy and procedures	24
7.8	Medical considerations	25
7.8.1	General	25
7.8.2	Individuals with special needs	26
7.8.3	Medical, evacuation and repatriation insurance	26
7.9	Medical and security support services	27
7.10	Third-party provider	27
7.11	Travel and transportation	28
7.12	Trip activities	28
7.13	Accommodation	29
7.14	Contingency, incident and emergency planning	30
7.14.1	Contingency planning	30
7.14.2	Incident and emergency response	30
7.14.3	Escalating risk and responses	31
8	Communication and consultation	31
8.1	Programme/strategic communications	31
8.2	Operational/technical communications	32
9	Programme evaluation and continuous improvement	33
9.1	General	33
9.2	Trip evaluation	34
9.3	Management system reviews	34
9.4	Documentation	35
9.5	Recording and reporting	35
	Annex A (informative) Stakeholders	37
	Annex B (informative) Risk assessment framework	38
	Annex C (informative) Safeguarding considerations	42
	Bibliography	47

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents. ISO shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 262, *Risk management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

This document is intended to assist those organizing trips for children and youths (also referred to as minors and young adults).

Each year, millions of young people around the world take part in trips for a wide range of purposes, including, for example, educational, training and development, religious, cultural and sporting. A wide range of organizations provide such opportunities, including schools and other educational institutions, commercial operators, youth organizations, charities, and cultural and religious groups.

Such trips can range widely, from a day trip to visit a local museum to an international expedition requiring lengthy travel and involving one or more nights away from home. The risk profile can also range widely: a week-long student exchange is very different from a trekking expedition to a remote area or an adventurous activity course to learn sailing or mountaineering.

Trip organizers have a duty of care towards those involved in these trips. This duty applies to the adults, teachers or instructors involved as well as the children and youths participating. Within this, attention to safeguarding issues is a significant consideration in respect of children and youths and vulnerable adults.

One of the key objectives and benefits of such trips, whether they are domestic or international, is to provide children and youths with the opportunity to experience new environments and cultures and meet new people. Such trips are intended to support their growth, learning and development, as well as enhance their resilience.

However, children and youths do not always have sufficient experience to deal intuitively with unfamiliar situations and environments. Additionally, children and youths can behave unpredictably, which can create unforeseen situations.

There is thus a need to ensure that a balance is struck between protecting the health, safety and well-being of children at the same time as evaluating opportunities that support their growth and development. This document will assist trip organizers in achieving the broad range of trip objectives in a way that ensures that uncertainty and risk exposure are managed and controlled effectively.

The concept of youth varies by culture and jurisdiction. For the context of this document, “youths” are treated as those persons – regardless of whether they are part of an educational establishment or not – who have not yet reached their twenty-fifth birthday. This is in line with the United Nations (UN) definition of children/youth. For purposes of the application of this document, the organization should decide upon the age range based on applicable jurisdictional requirements, and the purpose and structure of the organization itself.

Trip risk management requires that organizations anticipate and assess the potential for hazardous events, develop risk treatments and communicate anticipated risk exposures to those involved in trips. Advising and providing trip participants and leadership teams with adequate medical, emergency response guidance, security and information security precautions, including challenges to travel logistics, can significantly mitigate the impact of disruptive events.

The use of this document provides a means for a trip organizer to demonstrate that decisions on and during trips are based on its capacity to treat risk using internal resources only or with external assistance. Not all trips warrant the same level of risk assessment and management. Although this document provides a wide-ranging set of risk treatment options that a trip organizer can consider, the elements of this document should be scaled and tailored to the organization’s needs and trip-specific setting and proportionate to the risk exposure. This helps the trip organizer, the leadership team delivering the trip, and the children and youths involved to realize the opportunities and benefits for which the trip is designed.

Managing risks for trips abroad where the trip organizer has no local base requires more comprehensive controls than for locations where risk profiles are well known and where risk treatments have already been established. Timeliness and accuracy of information, analysis and advice, including travel warnings, and dynamic risk assessments are particularly important. The trip organizer should also ensure that cultural differences (both among participants and in regard to the destination) are observed.

ISO 31031:2024(en)

This document is based on the principles, framework and process of ISO 31000. These are set out at a very high level. ISO 31030 provides further details of how organizations can apply these in the context of managing travel risks.

This document can be used on a standalone basis or integrated within other risk management programmes. This document is also aligned with the core occupational health and safety management system set out in ISO 45001. As such, elements of this document can assist or inform organizations developing such management systems, but it is not a management system standard.

One of the aims of this document is to promote a culture where the risk involved in organizing trips for children and youths is taken seriously, resourced adequately and managed effectively, and where the benefits to the organization and relevant stakeholders are recognized. These benefits are mutually reinforcing and can include:

- promoting considered trip management to encourage and support inclusivity and accessibility;
- increasing the likelihood of delivering the cultural, learning and developmental objectives underpinning trips;
- enhancing an organization's reputation and credibility – particularly with parents/guardians and sponsors;
- improving confidence in health, safety and security arrangements with regard to travel among the staff involved in delivery;
- contributing to organizational continuity, capability and resilience;
- contributing to meeting the UN Sustainable Development Goals (SDGs) by ensuring inclusive and equitable quality education, promoting lifelong learning opportunities for all and strengthening the social dimension of sustainability.

Some child and youth organizations or trip providers already have in place policies, risk management and safeguarding protocols to manage risks associated with trips. For such organizations, the guidance in this document can be used to review or benchmark what they already have in place and to, where necessary, build upon them or establish additional protocols for new activities or environments.

Equally, the guidance can be used to create policies, procedures and protocols where these do not already exist, or for trips where a group has come together for a one-off experience outside any regular or otherwise structured organization.

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Managing risk for youth and school trips

1 Scope

This document gives guidance on managing risk for youth and school trips for both domestic and international travel with specific attention to minors.

This document is applicable to any organization, institution or group that provides activities, visits or trips for children and youth outside of their usual place of operation. These include, but are not limited to:

- educational institutions (schools, colleges and universities);
- children's homes (including foster care provision);
- residential tutorial centres (summer schools and language colleges);
- community-based youth groups (scouts, guides, cadet units and youth clubs);
- faith-based groups;
- youth sports clubs;
- youth arts clubs (music, drama, painting and literature);
- adventurous activity centres (day visits and residential);
- commercial and non-commercial providers of visits abroad (offshore sailing, cultural tours, sports, community projects, adventure activities and expeditions);
- tourist attractions, tour operators and other service providers.

This document is applicable to trips of any duration, from day trips visiting local points of interest to months-long trips to other continents. These trips can be for purposes such as excursions, fieldwork, expeditions and adventurous or cultural activities undertaken for educational, research, training or recreational purposes.

This document is applicable any sort of travel under the auspices of an organization, be it one person travelling for an internship or dozens travelling for a sporting match.

This document is applicable to the physical movement between locations, as well as to the events and activities associated with the objectives of the trip.

This document provides good practices to address typical risks arising from activities related to trips. It also includes guidance for creating an emergency response plan.

This document does not apply to groups of vulnerable adults per se. However, some aspects of the guidance can also be relevant to the management of trips for vulnerable adults.

This document does not apply to situations such as minors travelling with their families, as well as how to organize such trips.

This document does not apply to virtual travel, although some parts of it can be relevant.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

3.1

duty of care

moral responsibility or legal requirement of an *organization* (3.8) to protect *participants* (3.9) and the *leadership team* (3.5) from *hazards* (3.2) and *threats* (3.17), particularly those that can result in injury or harm

3.2

hazard

source of potential harm

[SOURCE: ISO 31073:2022, 3.3.12, modified — Note 1 to entry deleted.]

3.3

incident

situation or event, including an accident, that can lead to harm, disruption or a significant change of plan, loss, emergency or crisis

3.4

incident management team

group of individuals functionally responsible for planning for the likelihood and management of an *incident* (3.3)

Note 1 to entry: Responsibilities of the incident management team can include liaison with external *organizations* (3.8), *stakeholders* (3.15) and families.

Note 2 to entry: It is possible for the team to be one individual.

Note 3 to entry: The composition of the incident management team can change based on the evolution of the situation and the seriousness of the incident or crisis.

3.5

leadership team

team that includes the *trip leader* (3.21), any other leaders and *trip activity specialists* (3.20), approved by the *trip organizer* (3.22) to deliver the *trip* (3.19)

Note 1 to entry: It is recognized that many trips can be run by the trip leader only, in which case there would be a leadership team consisting of one person, with the trip leader fulfilling the requirements of both the leader and leadership team.

Note 2 to entry: This can include teachers, parents, chaperones or other volunteers, if they have responsibilities in organizing the trip.

3.6

minor

person who has not yet attained the age of majority

Note 1 to entry: The age of majority can vary across countries or jurisdictions.

Note 2 to entry: For *trip* (3.19) into different jurisdictions, the status of individual *participants* (3.9) can change depending on the locale.

3.7

off-duty time

periods of time during a *trip* (3.19) when members of the *leadership team* (3.5) are not engaged in work activities but remain under the responsibility of, and responsible to, the *trip organizer* (3.22)

Note 1 to entry: Members of the leadership team can retain supervisory responsibilities if required during such time.

[SOURCE: ISO 31030:2021, 3.7, modified — definition modified to be more specifically focused on the scope of this document. Note 1 to entry replaced.]

3.8

organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, association, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

[SOURCE: ISO 31022:2020, 3.4, modified — “but is not limited to” and “association” added to Note 1 to entry.]

3.9

participant

person taking part in a *trip* (3.19) who is not a member of the *leadership team* (3.5)

Note 1 to entry: This can also include teachers, parents, chaperones or other volunteers, if they are not members of the leadership team.

3.10

personal leave time

period of time during a *trip* (3.19) when a member of the *leadership team* (3.5) takes leave of absence, or other authorized time-off, and when their duties associated with the trip cease for a specified duration

3.11

risk

effect of uncertainty on objectives

Note 1 to entry: An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and *threats* (3.17).

Note 2 to entry: Objectives can have different aspects and categories, and can be applied at different levels.

Note 3 to entry: Risk is usually expressed in terms of risk sources, potential events, their consequences and their likelihood.

[SOURCE: ISO 31000:2018, 3.1]

3.12

risk assessment

overall process of risk identification, risk analysis and risk evaluation

[SOURCE: ISO 31073:2022, 3.3.8]

3.13

risk treatment

process to modify *risk* (3.11)

Note 1 to entry: Risk treatment can involve:

- avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk;
- managing risk to an acceptable level in order to pursue an opportunity;
- removing the risk source;

- changing the likelihood;
- changing the consequences;
- sharing the risk with another party or parties (including contracts and risk financing);
- retaining the risk by informed decision.

Note 2 to entry: Risk treatments that deal with negative consequences are sometimes referred to as “risk mitigation”, “risk elimination”, “risk prevention” and “risk reduction”.

Note 3 to entry: Risk treatment can create new risks or modify existing risks.

[SOURCE: ISO 31073:2022, 3.3.32, modified — “managing risk to an acceptable level” replaced “taking or increasing risk” in Note 1 to entry.]

3.14 safeguarding

process to ensure the safety, health, well-being and human rights of children and youths to protect them from abuse, physical and emotional harm, and neglect

Note 1 to entry: Safeguarding is also applicable for *vulnerable adults* (3.23).

3.15 stakeholder

person or *organization* (3.8) that can affect, be affected by, or perceive themselves to be affected by a decision or activity

Note 1 to entry: The term “interested party” can be used as an alternative to “stakeholder”.

[SOURCE: ISO 31000:2018, 3.3]

3.16 third-party provider

external *organization* (3.8) providing services or products, or both, on behalf of the *trip organizer* (3.22) in accordance with agreed specifications, terms and conditions

3.17 threat

potential source of danger, harm or other undesirable outcome

[SOURCE: ISO 31073:2022, 3.3.13, modified — Notes 1 and 2 to entry deleted.]

3.18 top management

person or group of people who directs and controls an *organization* (3.8) at the highest level

3.19 trip

any off-site travel or activity, or both, undertaken by *participants* (3.9) under the direction and responsibility of the *trip organizer* (3.22)

3.20 trip activity specialist

individual having expertise in a particular activity, taking part in the *trip* (3.19) and contributing, within their competence regarding that designated activity, to decisions taken by the *leadership team* (3.5)

Note 1 to entry: The trip activity specialist can be employed by the *trip organizer* (3.22) or by a *third-party provider* (3.16).

3.21 trip leader

designated individual taking lead responsibility for the *trip* (3.19) under the direction of the *trip organizer* (3.22)

3.22

trip organizer

organization (3.8) having overall accountability for all aspects of the *trip* (3.19), provided either on a voluntary basis or in return for payment

3.23

vulnerable adult

individual who has reached the age of majority but does not have the capacity, or understanding, to make fully informed decisions concerning their participation in and during *trips* (3.19), visits and adventurous activities

4 Understanding the organization and its context

4.1 Operating context

The trip organizer should have a clear understanding of the factors that can affect or influence its trip risk management programme objectives, including the external and internal context in which it operates.

The internal context can include, but is not limited to, the trip organizer's:

- vision, mission, values and culture;
- governance, structure, roles, responsibilities and accountabilities;
- strategy, objectives and policies;
- plans, standards, guidelines, regulations and instructions;
- risk management strategy including risk criteria;
- range and type of trips and their intended experience, learning and developmental opportunities;
- capabilities, competence and profiles of leaders;
- capabilities and profiles of participants;
- resources, techniques and tools needed to manage organizational trip risks;
- data, information systems and information flows.

The external context can include, but is not limited to:

- political, socio-economic, cultural, legal, regulatory factors, whether international, national, regional or local;
- political violence (including terrorism, insurgency, politically motivated unrest, instability and war);
- social unrest (including sectarian, communal and ethnic violence);
- violent and petty crime;
- the quality, availability and reliability of transport;
- the quality, availability and reliability of telecommunications;
- the effectiveness of public and private security and emergency services;
- the responsibilities of other parties for the participants;
- natural or geographic factors;
- susceptibility to natural disasters;
- potential health threats;

- information/cyber security;
- quality of accommodation;
- terrain/road conditions;
- norms and quality of local health infrastructure.

4.2 Stakeholders

When developing policies and programmes, trip organizers need to consult and engage with appropriate stakeholders to make the trip risk management function useful to as wide a group as possible. The trip organizer should determine the internal and external stakeholders that are relevant to trip risk management. Internal stakeholders are interests from within the organization itself while external stakeholders are associated parties such as third-party providers and parents or guardians of participants.

[Annex A](#) provides examples of the range of potential internal and external stakeholders.

4.3 Organizational objectives and risk criteria

Organizations should balance the objectives and opportunities of their trip programme with the steps necessary to manage and control the potential risks. Risk treatment options should be proportionate to the outcomes of the risk assessment process. Organizations should consider the level of risk they are prepared to accept to meet their trip objectives and take advantage of any opportunities, putting in place appropriate arrangements to manage the risk effectively. There can be occasions where the level of risk is unacceptable and the trip should not take place.

It is recommended that an organization's risk owners identify and record their trip risk criteria in their trip risk management policy (see [5.2](#)).

4.4 Risk profile

An organization should have a clear understanding of its risk profile and the dynamic trip risk management landscape in which it operates or plans to operate. To do this, an organization should review trip risk management objectives in relation to:

- context and type of the organization;
- nature of trips and available activities; and their intended experience, learning and developmental opportunities;
- destinations;
- profiles and objectives of participants and members of the leadership team.

A risk profile can incorporate different risks which can be interdependent.

The duration, location, number, frequency and nature of trips organized affect the risk profile. For example:

- short duration trips to a local museum are very different from an exploration or expedition abroad;
- commercial providers of activities and courses are unlikely to/do not have the same knowledge of individual participants as a school;
- supervision and safeguarding issues for a residential trip abroad for young teens are very different if the purpose is a cultural language exchange and involves staying with host families there compared with a residential centre providing adventure activities.

Behavioural characteristics of participants can also affect the risk profile.

A trip organizer should understand the relevant legislation, regulatory requirements and codes of practice, etc. which are relevant in their country of origin and how they can differ in other countries in which their

trips take place. They should also take account of their duty of care and safeguarding responsibilities, business resilience policies and arrangements and sustainability objectives, as all can have a positive effect on risk treatment considerations.

Trip organizers need to proactively monitor and review their identified, evolving and emerging risks. Their impact on the trip organizer's trip risk management should be considered and any changes documented and acted upon.

4.5 Trip risk management and delivery

The key risks in the risk profile inevitably impact the extent to which the trip organizer, in consultation with the leadership team, can manage the risk in-house or needs to rely on support from third-party organizations to assist or deliver necessary functions. This is an important factor to address when developing and implementing a trip risk management policy and plan.

5 Establishing the framework for managing risk for trips

5.1 Leadership and commitment

Top management should take and demonstrate ownership of the trip organizer's trip risks and provide evidence of its commitment and support in their effective management by:

- ensuring that the trip risk management policy and objectives are established and are compatible with the strategic direction of the trip organizer;
- taking accountability for the effectiveness of the trip risk management process ensuring their integration into its wider operational processes and activities;
- ensuring that the resources needed for its trip risk management programme (hereafter referred to as the "programme") are available;
- communicating the importance of effective trip risk management and of conforming to the trip risk management process and its legal responsibilities;
- ensuring that the programme achieves its intended outcome(s);
- directing and supporting persons to contribute to the effectiveness of the programme;
- supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility;
- conducting, at planned intervals, management reviews of the programme;
- promoting improvement.

A trip organizer should provide instructions and adequate resources for the development and implementation of a trip risk programme.

5.2 Policy

The policy should be a high-level document that indicates the trip organizer's strategic approach to managing trip risks, which is part of its broader risk management strategy. This policy should be fully aligned with the intentions and direction of the trip organizer, as formally expressed by its top management.

Top management should establish a trip risk management policy that:

- defines its overall purpose and objectives, and the principles, intention and direction to achieve them;
- is appropriate for the needs and resources of the trip organizer;
- becomes an integral part of the trip organizer's management policy;

- is aligned with the trip organizer's risk management, organizational resilience, travel procurement and sustainability policies;
- refers to relevant legislation, standards, policies and codes of practice;
- establishes principles for the risk assessment process including participant selection, supervision and safeguarding;
- takes into consideration (or establishes) the risk criteria of the trip organizer, see ISO 31000;
- defines roles, responsibilities and accountabilities of all relevant stakeholders including their competence;
- sets out the trip organizer's policy with respect to off-duty time and personal leave time associated with any trip (including consumption of alcohol, the use of recreational substances and other medications that can affect judgement or capabilities).

The policy should:

- be approved by top management;
- be made available to all appropriate stakeholders;
- be defined and effectively communicated within the organization through information, education and training;
- be integrated with any broader risk management framework to ensure a consistent approach to risk management within the organization;
- be periodically reviewed for relevancy and consistent application.

The policy should include an exception process to enable an organization to be agile and responsive to organizational needs. This should be designed to ensure that any requested exceptions to the policy requirements are:

- considered in line with the organization's risk management policy, priorities and other relevant criteria;
- evaluated and approved by the relevant stakeholders;
- managed with compensating controls if necessary;
- documented and reported.

For example, the trip organizer and the leadership team sometimes need to book trips for participants and members of the leadership team outside the policy for some reason. In these cases, it is crucial that they submit a policy exception request.

It is important that the policy exception request, approval or disapproval, and any associated controls or recommendations, is acknowledged and documented.

If the trip organizer uses a travel management company to make bookings, then the policy, the policy exception process and any changes to either should be communicated to the travel management company in a clear and timely manner.

5.3 Roles, responsibilities and accountability

Ultimate accountability for risk resides with top management, even where responsibilities have been delegated to others. If delegation of authority is in place, it should be documented in writing.

Both organizations and individuals can have legal responsibilities (which can include criminal liabilities); these can vary across jurisdictions.

The trip risk management function should be managed by a person or team with the necessary experience and competence.

The trip risk management policy should set out the responsibilities of the various internal and external stakeholders that have a role in delivery of both routine operations and non-routine situations, such as during an incident.

[Annex A](#) provides a list of internal stakeholders that can have a role. The responsibilities of participants and members of the leadership team to cooperate and act in conformity to the trip organizer's trip risk management policy and procedures should also be set out.

Trip risk management is a shared responsibility. Individuals have different responsibilities for different aspects but, nevertheless, all participants have a responsibility for ownership and application of trip risk management rather than a simple obligation to conform. The difference can be quite subtle, but "responsibility" demands active engagement not just observance, and this extends to responsibility for other people not just the individual concerned. Clearly, the level of responsibility varies depending on age, ability, understanding, etc.

It is important that parents/guardians are given the opportunity to engage actively with trip risk management, at least during the planning and preparation stage. In a practical sense, it has a bearing on issues such as medical declarations and pre-visit disclosures, etc. In terms of informed parental consent, it serves to engage the parent with their responsibilities and those of their child and to demonstrate that understanding. Trip risk management is strongly connected to sharing information with participants and parents to enable informed consent and informed parental consent.

The responsibilities outlined in the policy can be developed in more detail in the programme.

This section covers the responsibilities during the planning stage, during the trip and after the trip. These responsibilities can be combined and can vary depending on the type of trip and the nature of the trip organizer.

5.4 Objectives

The overriding objective of the policy should be to ensure that participants can fully experience the trip, in an environment which is as safe and secure as is reasonably possible, and to have procedures in place to respond to an emergency. The policy should establish the programme and set the boundaries in which this objective is to be delivered.

5.5 Planning/establishing the programme

In developing the programme, the trip organizer should do the following:

- a) Ensure there is demonstrable full support from top management with appropriate resources.
- b) Ensure a development process that includes engagement with, and input from, internal and, where appropriate, external stakeholders as set out in [Annex A](#).
- c) Ensure the trip risk management function develops a long-term professional understanding with staff in relevant areas to facilitate future, ongoing dialogue.
- d) Outline key processes and their interactions.
- e) Establish whether the trip risk management function is standalone or part of an existing structure.
- f) Establish the roles and responsibilities for all duties and roles concerned with the implementation of the programme.
- g) Ensure that health, safety, security and safeguarding risks for the trip, activities/assignments are identified and budgeted for as early as possible. For example, there should be proactive dialogue for identifying key risks and budgeting for risk treatment costs.
- h) Establish the actions needed to ascertain the level of risk for the trip. These actions should include, but are not limited to:
 - 1) determining the trip organizer's overall risk profile in relation to trip destinations and purposes;

- 2) listing the categories of risk that can affect the trip organizer, including participants and members of the leadership team, for example:
 - i) risk of injury and sickness (including work-related), assault, detention, kidnap, theft, robbery, death, mental health incidents or trauma;
 - ii) legal risk (criminal prosecution or civil legal consequences, or both);
 - iii) organizational resilience risk (failure to overcome an incident or resume normal activities, or system and infrastructure issues);
 - iv) risk to reputation (poor incident response or trip risk management failure leading to significant reputational damage);
 - v) financial risk (failed activities/assignments, trip disruption, taxation, visa/work permit status, civil claims, insurance costs, evacuation costs, medical repatriation);
 - vi) risk to data, intellectual property and information assets (breach of data, confidentiality, network or system, or loss of assets);
 - vii) risk to productivity/trip effectiveness (trip failure, delays, event failure);
- 3) agreeing criteria for decision-making if there are differences of opinion regarding the risk level and whether the proposed trip itinerary (and range of activities) and risk treatment are appropriate.

5.6 Implementation

The trip organizer should create an implementation plan. This should be approved by top management and should integrate the trip risk management function within the trip organizer's operations. It commonly includes the following:

- a) Destinations and time frames:
 - 1) Review and classification of destinations based on an up-to-date risk assessment. Destinations sometimes need to be considered at city/province/region level, as conditions can vary significantly from one place to another, even within the same country. Typically, information includes details on civil unrest, crime problems, terror risk, extreme weather risk, etc. Government and commercial sources are available to assist with this process.
 - 2) Identification of dates and time frames for events that can have an influence on the health, safety and security of the participants and members of the leadership team, and can have an impact on the trip organizer's objectives.
- b) People-related issues:
 - 1) The specific risk profile of the participants and members of the leadership team. Minors travelling without their legal guardians are a category that requires particular attention.
 - 2) Clarification of how risks arising during off-duty time or personal leave time are to be managed/covered, if at all, by the trip organizer's trip risk processes.
 - 3) Assessment and provision of relevant training of participants and members of the leadership team as appropriate.
- c) Processes:
 - 1) Establishment of workable and efficient protocols, including an adequate system for the preparation and recording of all appropriate documents to record, and provide evidence of, work done and decisions taken (prior to, during and after the trip).
 - 2) Provision of security awareness, training or other resources for all persons involved in programme delivery, as well as participants.

- 3) Procedures for pre-travel authorization, booking of travel and accommodation for the trip.
 - 4) Lines, methods and procedures for normal and emergency communications with internal and external stakeholders.
 - 5) Budget ownership and management arrangements.
 - 6) Ensuring the collection and analysis of relevant information (intelligence). This can be done by in-house resources, third-party providers, or government guidance or advisories which specialize in this.
 - 7) Identification and allocation of responsibilities between in-house staff and consultants/third-party providers.
 - 8) Consideration of the implications for travel during a global disruption.
- d) Incident management:
- 1) Ensuring that the trip organizer has an incident and crisis management team, or capability, comprising competent staff with the necessary communication skills, technical tools, instructions and authorization to act when, and as, appropriate.
 - 2) Ensuring, in advance, that appropriate assistance is available, when needed, to resolve health, safety, security and safeguarding issues that can occur. This includes security assistance during the trip, notification of relevant events, emergency safety, security and medical assistance, evacuation, and assistance and support after the trip.
 - 3) Provision for emergency management and communications. Communications should include both operational requirements, accounting for staff in the aftermath of incidents, as well as managing activities with authorities and public relations.
 - 4) It is important to include the timely provision of information to a nominated emergency contact, or next of kin, if appropriate.

6 Risk assessment

6.1 General

Risk assessment is the overall process that includes risk identification, risk analysis and risk evaluation. This is based on an understanding of the context of the organization (see [Clause 4](#)) and the particular trip arrangements under consideration (including the profile of the participants). All trips should be considered in a risk assessment process in order to identify appropriate risk treatments.

IEC 31010 provides useful guidance and tools on risk assessment processes.

The elements, methods and techniques of a risk assessment will vary. The overall context, the established principles set out in relevant policies of the trip organizer, and the particular characteristics of the planned trips all contribute to how complex the risk assessment should be. Every trip is unique and risk assessments should consider the combination of the aims, destination, environment, activities, composition, special needs and requirements of each group.

The scope of the assessment should be defined specifying the dates, locations and modes of transport and activities to be undertaken on the trip to which the assessment applies, and any assumptions made. This helps ensure trips are not undertaken outside the scope of a relevant risk assessment.

Trip organizers with a low number of trips can rely on a customized approach for each trip. Trip organizers with a high number of trips can use relevant technology to automate risk assessments for low-risk trips and trigger individual detailed risk assessments for elevated-risk trips. Such a process can also be used to generate pre-trip advisories that are then provided to the participant.

Risk assessment is primarily used to:

- identify the risk and review those previously identified;
- identify the likelihood of an event occurring, and the range of positive or negative consequences if it does;
- understand the significance of the risk to the participant and the trip organizer;
- prioritize risks that require action;
- inform the participants whether or not to proceed with the planned trip;
- enable the trip organizer to make an informed decision about whether to permit the planned trip, in line with the trip organizer's agreed risk criteria and the type of risk treatment that is appropriate and adequate ahead of and during the trip;
- change the nature of the trips and/or the designated participants.

Categories of hazards can include, but are not limited to:

- health, e.g. illness, disease (such as insect-, food-, water- and blood-borne disease), hygiene, pre-existing conditions, medical support, first aid;
- safety, e.g. transport, activities (such as adventurous, sports or leisure activities), water, accommodation (such as security, fire, carbon monoxide, electricity, balconies), equipment, venue, terrorism, crime;
- environmental, e.g. natural disasters, disasters caused by human beings, altitude, water bodies, flora and fauna;
- cultural, e.g. behaviours, dress, laws and customs, religion/beliefs, protected characteristics;
- competency of participants, leadership team and third-party providers.

Threats are a particular type of risk source. For example, if a specific threat is present, then trips to an otherwise low-risk destination need to be considered high-risk travel, and measures need to be put in place.

Security threats during trips can include:

- crime (ranging from opportunistic petty crime to organized kidnapping for ransom);
- terrorism;
- cybercrime;
- public protest, political or civil unrest, activism (e.g. political, religious, ideological);
- state oppression/repression;
- social engineering;
- aggressive or negative behaviour based on the personal profile of the participants and members of the leadership team or the profile of the trip organizer (see [4.4](#)).

Both security threats and safety and health hazards have the potential for impact on the physical and psychological well-being of the participant and the trip objectives.

It is also important to note that participants and the leadership team can become a hazard because they can be a vector to spread diseases to other individuals when coming from or going to places where an endemic or epidemic disease exists.

It is recommended that risk assessments are completed in an inclusive and collaborative way involving the participants and the leadership team and relevant internal stakeholders. For elevated-risk trips, including trips to high-risk destinations, high-profile visits or trips involving high-risk activities, trip organizers can use external specialist providers.

The results of risk assessment should be documented to inform decisions regarding risk treatment options.

Where trip organizers use technology to authorize low-risk trips, this can be achieved by the participant's or the member of the leadership team's acknowledgement of receiving and reading their pre-trip advisory.

The trip organizer should ensure that the leadership team in the field is competent and able to:

- a) conduct dynamic risk assessments of all aspects of the trip, including of transportation and accommodation;

NOTE Dynamic refers to a proactive approach to changing situations.

- b) communicate the required actions arising from the dynamic risk assessment to the leadership team, participants and relevant stakeholders;
- c) prior to using the services of any third-party provider, complete an appraisal of its services in accordance with [7.10](#) and confirm its duties and responsibilities;
- d) implement plans for contingencies as part of the risk management system.

Further information on risk assessment can be found in [Annex B](#) or in ISO 31000:2018, 6.4.

6.2 Risk identification

The purpose of risk identification is to find, recognize and describe risks that can impact a trip organizer's ability to successfully complete the trip. Relevant, appropriate and up-to-date information is important in identifying risks.

There are various sources of information available for the identification of travel-related risk. These include open source and proprietary information.

Internationally and locally sourced information, such as open-source government statistics, can provide objective data relating to crime statistics, geopolitics and risk ratings for the location(s) being assessed.

Members of leadership teams, but also participants with previous experience, with relevant knowledge should be consulted.

National government foreign affairs ministries and embassies can be useful sources of information and advice. In addition, local government agencies can provide more location-specific crucial information on health, safety and security matters, including legislation (e.g. age limits for drinking, gender diversity, human rights and drug laws). Additionally, trip organizers can refer to subject-matter experts during the trip for insight on the risks involved in specific activities. Trip organizers can decide to contract external travel safety experts/consultants to conduct parts of the risk identification.

Risks can be associated with objectives for the safety, security and health of the participants and the leadership team, or with other trip objectives. If there is a potential conflict between these objectives, the trip organizer should give priority to the participants and the leadership team. Categories of risk such as those in [5.5 h\) 2\)](#) can be useful. However, they should not limit thinking, not least because there can be other factors specific to the context of the trip that need to be considered.

The trip organizer should consider emerging or evolving risks that can contribute to operating risk or risk to participants and the leadership team. These have high levels of uncertainty with one or more further characteristics (e.g. volatile, complex, ambiguous, chaotic, interconnected, interdependent, medium-/long-term, uncontrollable, wide-reaching). Examples of emerging or evolving risks include cyber risk, increased frequency or intensity of adverse weather, socio-political instability, and regional or pandemic infectious disease.

6.3 Risk analysis

The purpose of risk analysis is to comprehend the nature of the risks identified (see [7.2](#)) and their characteristics. Analysis techniques can be qualitative, quantitative or a combination of the two depending on the circumstances and the decisions which need to be made. Risk analysis involves a consideration of

uncertainties, sources, causes and drivers of risk, consequences, likelihood, events, scenarios, controls and their effectiveness.

Sources of intelligence that inform risk analysis include historical information, expert advice and statistics.

Risk analysis should consider factors such as:

- the likelihood of events together with the nature and severity of consequences;
- complexity and connectivity;
- time-related factors and volatility;
- the effectiveness of existing controls;
- sensitivity and confidence ranges.

6.4 Risk evaluation

The purpose of risk evaluation is to support decisions. It involves comparing the results of the risk analysis (see 6.3) with the established organizational risk criteria to determine the value of taking additional action (more information on risk criteria can be found in IEC 31010:2019).

Decisions can involve evaluating whether the trip should proceed, be cancelled or be replaced by alternative means of engagement or communication. Alternatively, they can involve identifying alternative activities or destinations.

Assuming the trip is to take place, further evaluation needs to establish:

- whether existing generic controls are appropriate to the particular circumstances and identified risks;
- whether new controls can better treat the risk, for example:
 - alter the itinerary to limit risk exposure;
 - adjust the number/profile of people travelling to limit risk exposure;
 - adjust the mode of transport (e.g. flying rather than overland);
 - reduce the duration of the trip;
- which of several options for travel arrangements should be selected on the basis of risks, costs and benefits;
- whether the residual risk is acceptable or the decision to proceed with the trip should be revisited.

Decisions should take account of:

- the context and purpose of the trip;
- the wider context and the actual and perceived consequences to external and internal stakeholders;
- the costs and benefits involved;
- the profile of participants and the leadership team;
- the nature and severity of the risks involved.

Decisions can be made based on experience, organizational policy and rules or using fairly simple expressions of risk criteria. Where the situation is novel or there is high uncertainty (as can be the case with high-consequence risks), risk evaluation should involve a more deliberative and consultative process taking account of detailed information from risk analysis.

It can be necessary to seek further information and undertake further analysis in order to make a good decision.

7 Risk treatment

7.1 General

Based on the risk assessment, the trip organizer should ensure that controls address risks prior to, during and after the trip. Such measures should be tailored to the destination and the individuals taking part in the trip, their activities and the information they bring with them.

One or several treatment options can be required to modify risk to an acceptable level. The same treatment option can also affect multiple trip-related risks. Treatment options should therefore be selected in consideration of the range of risks affecting the specific proposed trip, rather than considering each risk in isolation. A range of treatment options, relevant to trip risk, are set out in this section.

Top management is accountable for ensuring that arrangements are in place for managing risk associated with trips. Multiple individuals, including management, contracted providers, and participants and members of the leadership team themselves, are responsible for management of these risks. This includes responsibility for ensuring that treatments are implemented that modify risk to an acceptable level.

Decisions about the selection of treatment options involve judgements balancing the overall advantages (tangible and intangible) and disadvantages (disproportionate costs and other adverse effects) that can occur, and how these can affect the objectives for the proposed trip as well as the overall organizational objectives. However, selection is broader than a solely economic matter when it affects risks to people.

A risk can have more than one risk treatment option, and a risk treatment option can apply to more than one risk.

Treatments need to be monitored and reviewed continually in order to ensure that:

- any change in context or the nature of risk is reflected in considering the need to further modify risk treatments;
- risk treatment strategies continue to meet the agreed objectives for those treatments;
- organizational capacity is sufficient to continue implementing risk treatments and deliver on objectives;
- risk treatments are not adversely affecting other controls or changing the nature of other risks.

7.2 Risk avoidance

One risk treatment option is to avoid a risk. An informed decision can be made not to be involved in, or to withdraw from, an activity to prevent exposure to a particular risk. A change of trip destination, date or activity can also avoid a risk.

7.3 Sharing liability risk

7.3.1 General

Those involved in the organizing of trips should ensure that appropriate and adequate insurance cover has been obtained for all relevant activities and persons, considering varying national and international requirements. Professional advice on this matter should be sought and engaged as early as is possible and reasonable, in the pre-planning phase of activities. This professional advice can take the form of insurance expertise, legal counsel or any other relevant subject-matter expertise.

Sharing liability risk is one of the ways of managing the risks associated with the trip. Sharing liability risk is complex but can be done through contracts or sourcing out appropriate insurance. In this context of trip risk management, risk sharing can involve a distribution of risk and allocation of the associated liabilities in the clauses of a contract among the parties entering the contract. If a contract with a third party is used,

the agreement should clearly outline how any liability allocation is done, e.g. through contractual transfer or financial risk transfer (including indemnification or commercial insurance).

7.3.2 General insurance

Commercial insurance is the most-used risk-financing mechanism, especially where the trip organizer does not have a high liquidity to finance the identified risks.

Insurance, including commercial insurance, should be provided to explicitly cover a range of potential issues such as:

- cancelled/delayed flights and lost luggage;
- injury, medical emergencies and death;
- terrorism, cybercrime and theft;
- evacuation and repatriation.

The trip organizer should be aware of any relevant conditions or exclusions in the policy coverage and how to access the insurer's assistance when required.

The trip organizer should also verify whether any service providers are:

- a) licensed in the countries where the trip organizer is based and/or conducting its trip activities;
- b) adequately and appropriately insured.

The trip organizer's insurance providers should be made aware of any third-party service providers that do not have appropriate or adequate insurance coverage.

7.3.3 Special risk insurance

The trip organizer should use risk assessments to identify high risk activities during the trip, and should arrange for appropriate insurance cover.

7.3.4 Third-party liability insurance

The trip organizer should always have appropriate and sufficient third-party liability insurance for all aspects of the trip and ensure that it is in place for all participants, the leadership team and the support team.

7.3.5 Third-party provider insurance

Where the trip organizer uses a third-party provider, the trip organizer should ensure that the third-party service is covered by appropriate and sufficient commercial insurance. This information should be provided to participants (and stakeholders when requested).

7.4 Handling the specific requirements of children and youth (also referred to as minors and young adults)

7.4.1 General

The trip organizer should aim for flexibility and inclusivity thus allowing for exceptions based on particular circumstances. One of the considerations the trip organizers should keep in mind is that in the case of minors, the parents/guardians can have the authority and obligation to make legal decisions for them. Similar considerations apply in respect of vulnerable adults. It is the responsibility of the parent, guardian or support agency (such as a governmental agency, a faith-based organization or a charity offering social services support) referring a vulnerable adult for a trip to inform the trip organizer of the individual's vulnerable status.

A trip can include individuals with a range of duty of care and safeguarding needs. The trip organizer should ensure that the leadership team consults closely with individuals or departments to develop a full understanding of the different types of participants. Those to be consulted can include, among others, the following:

- group leaders;
- teachers;
- accompanying chaperones, carers or other volunteers with the group;
- participants themselves;
- parents or guardians;
- service providers.

The pattern of travel and types of activities should also be considered (e.g. distinguishing between those going on short-term or long-term trips).

The trip organizer should consider the participants' profile in relation to destinations. This includes factors such as age, ethnicity, cultural competencies (including maturity and experience), nationality, cultural identity, sexual orientation, gender identity, religion, disability and medical history, which can all affect the risks associated with the trip. The risks are not limited to safety and security, but can also include medical, emotional and other needs.

In some circumstances, the trip organizer can engage minors to provide elements of the trip to be delivered on its behalf. In such circumstances, the trip organizer remains responsible for arranging suitable safeguarding and duty of care protocols for those minors.

7.4.2 Identification and selection of potential participants

The trip organizer should establish the criteria to be applied for inclusion of participants in relation to the purpose, demands and anticipated level of difficulty of the trip.

In establishing these criteria, there are two different approaches which can be seen as the first step in the risk management process.

The first is to design a trip that is inclusive and suited to the needs of the participants, both in terms of levels of ability and the objectives of the trip. In this instance, the make-up of the participant group determines the activity and the risk management process is structured to facilitate their safe participation.

The second approach is to first decide upon the trip objectives and its particular challenges, from which a risk management process determines the selection criteria for participants (e.g. levels of fitness, physical ability, age and experience).

In both cases, a flexible approach is required to determine the overall objectives of the trip because not every trip is totally inclusive and limitations need to be set when determining objectives and challenges.

The trip organizer should communicate to stakeholders the criteria for inclusion of participants.

An appeals mechanism should be established to allow any potential participant assessed as unsuitable for inclusion in the trip to challenge that decision.

NOTE Criteria for consideration can include fitness, attitude, team working ability, mobility, behaviour, psychological needs, pre-existing medical conditions, dietary requirements and cultural or religious requirements.

7.4.3 Information about potential participants

For each potential participant, the trip organizer should obtain their:

- a) name;

- b) date of birth;
- c) gender;
- d) nationality.
- e) emergency contact details.

For each potential participant, the trip organizer should request information in relation to the nature of the trip with regard to:

- capability to partake in the trip activities based on the anticipated level of difficulty;
- previous trip experience (if any);
- disabilities, behavioural, health, medical or other needs.

The trip organizer should warn participants that failure to declare this information can jeopardize the individual's ability to participate, and possibly the viability of the trip itself.

The trip organizer should ensure that this information is respected and treated as confidential.

7.4.4 Protection of participants who are minors and vulnerable adults

The trip organizer should ensure that members of the leadership team who have unsupervised contact with participants have been checked for their suitability to work with participants who are minors and vulnerable adults.

NOTE Suitability can be determined by:

- a) interview;
- b) checking references;
- c) checking employment records;
- d) self-declaration;
- e) certification from a qualified organization.

7.5 Roles and responsibilities during the trip

7.5.1 General

The successful delivery of trip objectives relies heavily on the selection and competence of the trip leader, members of the leadership team and support personnel (if any). They should all be selected so that they possess personal qualities, experience and communication skills relevant to the profile of the participants and the trip.

This should consider both non-technical and any technical elements of the trip.

The trip organizer should have a written statement that details the minimum competencies required of the trip leader and the leadership team for:

- a) the activities for which the leadership team is responsible;
- b) the environment in which the trip takes place;
- c) the needs and abilities of the participants;
- d) the supervision and management of individuals and groups.

The trip organizer should gather and document evidence that the trip leader and the leadership team are competent in accordance with this statement.

Evidence of competence can, for example, be identified through one or a combination of the following:

- experience of trips of a similar nature;
- in-house training and assessment;
- a relevant and current national or international qualification or award;
- national or international benchmarking.

7.5.2 Trip leader

There should be one trip leader per trip in charge of the leadership team and who has overall responsibility for the trip including supervision and all aspects of safety during the trip. There can be occasions when the trip leader delegates or shares tasks and relative responsibilities with others.

The trip organizer should have a procedure for ensuring the trip leader is informed of the skills and experience of the leadership team and the composition, known needs and experience of each participant in accordance with [7.4.3](#).

7.5.3 Leadership team

Clear and unambiguous roles and responsibilities for members of the leadership team should be decided, agreed and acknowledged. The trip organizer should also:

- a) identify a substitute trip leader who is available to take full control in the event that the trip leader is unable to fulfil their function; or
- b) inform participants (and stakeholders when requested) that, in the event that the trip leader is unable to fulfil their function, the trip should be restructured or curtailed; or
- c) establish a combination of both a) and b).

For mixed gender trips, the trip organizer should consider as part of the written risk assessment the inclusion of both males and females in the leadership team.

For trips where participants are minors, or are vulnerable adults, the trip organizer should select the leadership team in accordance with [7.4.4](#).

The trip organizer should obtain written confirmation that the members of the leadership team agree to comply with the trip organizer's policies on safety and health, inclusion and accessibility, safeguarding and code of conduct (see [7.7](#)).

The trip organizer should provide the leadership team with details of the trip organizer's insurance policies. This should include details of any employer's liability insurance, public liability insurance and medical insurance.

Personal leave time within the duration of a trip should be agreed in accordance with the trip organizer's terms of employment. Such periods should be recorded and communicated accordingly. The trip organizer should make the leadership team member aware of their personal responsibilities during such periods of leave (e.g. transport arrangements, accommodation, travel and medical insurance, the need to be financially independent). The trip organizer should also make clear the limit of their obligations to the member of the leadership team during periods of leave.

7.5.4 Trip activity specialists

The competence of the trip activity specialist(s) should be verified through one or a combination of the following:

- a) experience of trips of a similar nature, endorsed by a statement of competence from a subject-matter expert who has the experience and qualifications equivalent to assessors of a relevant, and current, national or international qualification or award;

- b) in-house training and assessment by such a subject-matter expert;
- c) a relevant and current national or international qualification or award.

A statement of individual competence should be in the form of a written statement giving:

- the name of the person to whom it applies;
- the scope of the statement;
- the name, experience and qualifications of the person making the statement;
- the criteria used to determine competence;
- the date and content of any assessment.

7.5.5 Individual placements and lone workers

An individual placement or lone worker acting as both a participant and trip leader, as a minimum, should be supported via remote supervision as in [7.6.4](#).

NOTE Participants taking an individual placement assume additional responsibilities as they take on the role of trip leader and participant in combination. Individual placements and their trip organizer need to establish a mutual understanding of what this arrangement entails.

7.5.6 Support personnel

The trip organizer should engage the services of an in-country representative to support the response to an incident or emergency.

The trip organizer should ensure that the home representative is competent in areas relating to:

- a) their on-call role;
- b) incident and emergency response.

The trip organizer should ensure that subject-matter experts are accessible to the leadership team to provide advice and support within their specific competencies.

7.5.7 Roles and responsibilities of participants during the trip

The trip organizer should make the participants aware of the following, and the requirement to be actively engaged in:

- a) taking reasonable care of themselves and others, including actions required of them arising from risk assessment;
- b) following instructions from the leadership team;
- c) bringing concerns about their own safety, health and well-being, and those of others, to the attention of the leadership team or supervisors;
- d) complying with the code of conduct (if any).

7.6 Supervision and staffing ratios

7.6.1 General

Clear and unambiguous roles and responsibilities regarding supervision should be agreed and acknowledged by all accompanying adult supervisors.

Supervision should be:

- active;
- preventive;
- continuous.

The scope and type of supervision should be based on the age and maturity of the participants.

Participants should be aware of, and have access to, supervision throughout the entire trip.

Particular attention should be paid to:

- night-time supervision expectations;
- supervision during unstructured time, while at the same time recognizing that participants can benefit from time spent informally with their peers and exploring their environment.

Any off-duty time during a trip should be clearly identified and a system for handing over responsibilities should be established and agreed. Expectations regarding availability and the capacity to respond to incidents during off-duty time should also be established and agreed.

The trip organizer should consider the following with regards to unstructured time (i.e. periods of time when no structured activities are scheduled but where appropriate optional activities should be available for participants):

- Responsibilities for supervision during unstructured time, and periods of off-duty time, should be clearly defined. For example, a duty list can be published and communicated accordingly.
- Care should be taken when determining and describing periods of structured and unstructured time throughout the duration of a trip. It is important to avoid giving the impression that participants can be unsupervised or that responsibility for supervision is reduced. The use of terms such as “free-time” and “downtime” should be carefully considered, and the meanings explained to the participants, parent or guardian and accompanying adult supervisors.

NOTE 1 Many incidents and accidents occur during unstructured time, particularly involving activity in and around water.

- Expectations regarding availability during off-duty time should be agreed and acknowledged (such as the issue of alcohol consumption).

The type of supervision required and implemented by the trip organizer is an important element of the risk assessment. Supervision can be:

- direct (see [7.6.2](#));
- indirect (see [7.6.3](#));
- remote (see [7.6.4](#)).

NOTE 2 The decision as to whether supervision is direct, indirect or remote depends on the maturity, experience and competence of the participants, and their knowledge of the locations and ability to undertake the trip activities.

Where indirect or remote supervision is to be provided, the trip organizer should establish arrangements for its management, including disciplinary action in the event that those arrangements are not met. Details of the arrangements and sanctions should be communicated to the participants and the leadership team (and stakeholders on request) before the trip.

The factors to be considered when deciding on the composition of the leadership team and the ratio of the number of leaders to participants should include:

- a) the nature of the trip, and its activities and location;

- b) the experience of the group involved and the needs of the individuals within the group;
- c) the environment and conditions in which the trip takes place;
- d) the experience of the leadership team;
- e) the requirements of external agencies affecting the trip.

NOTE 3 Requirements of external agencies can include, for example, those of local authorities in the case of schools, national governing bodies or national requirements of the host country relating to guiding qualifications.

The trip organizer should inform the trip leader that it is the trip leader's responsibility to:

- allocate specific supervisory duties;
- allocate a competent leader to each sub-group, where groups are subdivided, during the trip.

The trip organizer should inform the trip leader and the leader of any sub-groups that it is the leaders' responsibility to know the number and identities of the participants they are responsible for supervising.

7.6.2 Direct supervision

When the need for direct supervision has been identified in the risk assessment, the trip organizer should ensure that a nominated member of the leadership team is present at all times.

NOTE Direct supervision is usually appropriate for less experienced groups, group members with special educational or behavioural needs, or when undertaking particularly hazardous activities.

The trip organizer should instruct the nominated member of the leadership team, as a minimum, to:

- a) ensure participants are aware of their individual and collective responsibilities, and the expectations to be made of them by the leadership team;
- b) know where all participants are at all times;
- c) comply with the risk management measures;
- d) monitor and respond to behavioural changes in the group/individuals;
- e) stop an activity for an individual or the team if it is deemed to be too hazardous.

7.6.3 Indirect supervision

Where indirect supervision has been identified in the risk assessment, the trip organizer should be satisfied that the participants have the necessary competence for the trip to be supervised indirectly.

Full details of responsibilities and how indirect supervision functions should be provided to participants (and other stakeholders on request) before the trip starts. Where a participant is a minor or a vulnerable adult, this information should also be provided to the participant's parent or guardian.

When supervision is indirect, the trip organizer should ensure that:

- a) participants are sufficiently trained and assessed as competent for the level of activity to be undertaken, including safe conduct and emergency procedures;
- b) clear and understandable boundaries are set for all participants;
- c) there are clear lines of communication, including escalation processes, between the participants and the leadership team;
- d) a member of the leadership team monitors the progress of each of the participants;
- e) there is a recognized point at which the activity is completed;

- f) when the activity cannot be completed safely, there are clear arrangements to adjust the level of supervision or adjust or terminate the activity.

The trip organizer should ensure that the trip leader has the competence and resources to intervene in a manner determined by the trip risk management plan in accordance with [6.1](#) and [7.5.7](#).

7.6.4 Remote supervision

Where remote supervision has been identified in accordance with the risk assessment, the trip organizer should be satisfied that the participants have the necessary competence for the trip to be supervised remotely. Remote supervision is rarely suitable for minors or for vulnerable adults.

Remote supervision is the minimum level of supervision for individual placements/lone workers. This may be supplemented by direct and/or indirect supervision arranged by the trip organizer with third parties.

Full details of responsibilities and how the remote supervision functions should be provided to participants (and other stakeholders on request) before the trip starts. Where a participant is a minor or a vulnerable adult, this information on how the remote supervision will function should also be provided to the participant's parent or guardian.

When supervision is remote, the trip organizer should ensure that:

- a) participants are sufficiently trained and assessed as competent for the anticipated level of difficulty of the planned activity, including safe conduct and emergency procedures;
- b) clear and understandable boundaries are set, including the participant understanding the additional responsibilities placed upon them;
- c) there is a clear line of communication, including escalation processes, between the participant and the remote supervisor;
- d) the remote supervisor monitors the participant's progress;
- e) there is a recognized point at which the activity is paused or suspended while the participant is on time outside the jurisdiction of the trip organizer and when it is completed/terminated;
- f) when the activity cannot be completed safely, there are clear arrangements to adjust the level of supervision or adjust or terminate the activity.

The trip organizer should ensure that the remote supervisor has the competence and the resources to intervene in a manner determined by the safety management system in accordance with [6.1](#) and [7.5.7](#).

NOTE Management of indirect or remote supervision is likely to include instructions relating to:

- the start and finish times and locations;
- clear geographic boundaries;
- any required or prohibited activities;
- an explanation of any additional responsibilities placed upon the participant;
- where and how a member of the leadership team can be contacted;
- whether a member of the leadership team actively monitors the participants or not;
- any arrangements to pause remote supervision if this becomes necessary;
- whether participants are required to tell the leadership team of their intentions for all or parts of the time period and/or report out and report back.

7.7 Safeguarding

7.7.1 General

Safeguarding relates to measures to protect the safety, health, well-being and human rights of individuals, which allows people – especially children, youths and vulnerable adults – to live free from abuse, harm and neglect.

There is the potential for any child (or vulnerable person) to be hurt, abused or put at risk of harm, regardless of age, ethnicity, gender, language spoken, religion or other traits, recognizing their possible combination and interactions. It is a moral and legal obligation of adults to protect children from maltreatment, prevent the impairment of children's health or development, ensure children grow up in circumstances consistent with the provision of safe and effective care, and enable children and youths to have the best outcomes.

7.7.2 Safeguarding policy and procedures

The trip organizer, as part of a robust risk treatment plan (and in accordance with its specific context) should develop or adapt a safeguarding policy and associated procedures. Consideration should be given to involving participants in safeguarding decision-making where appropriate.

The policy should cover the following areas:

- a) policy statement and general approach;
- b) roles and responsibilities;
 - 1) top management;
 - 2) leadership team;
 - 3) third-party provider staff;
 - 4) participants and parents/guardians;
- c) building a safeguarding culture where all stakeholders know how they are expected to behave and feel comfortable about sharing concerns;
- d) evaluation and continuous improvement.

The procedures should cover the following areas:

- recruiting and training suitable people to volunteer or work with children and youth;
- codes of conduct for leadership team and participants;
- leadership team to participants ratios for supervising effectively;
- safeguarding requirements for third parties;
- accommodation, transportation and activities during the trip;
- procedures for reporting concerns about a child at risk;
- preventing and responding to bullying;
- whistleblowing and complaints;
- responding to, and case handling of, safeguarding allegations against all individuals, including members of the leadership team, others in a position of responsibility, authority or involvement, and other participants;
- keeping participants safe online;
- taking, storing and sharing photographs and images including video media of children and vulnerable adults;

- storing child protection records.

For more information, see [Annex C](#) on safeguarding considerations.

7.8 Medical considerations

7.8.1 General

The trip organizer should obtain detailed medical information from all participants and the leadership team, including physical and psychological health issues, together with any medication being taken or that can be required. This information should be kept up to date. This should include authorization for the release of medical information to a nominated individual or organization if necessary. The trip organizer should ensure that any medical information is treated as confidential.

The trip organizer should consider such information against the expectations of the trip and in accordance with the medical screening process. Where there are concerns over the potential for increased medical or health risks, advice about participation or requirements for extra safeguards should be obtained from a medical practitioner or relevant specialist.

The trip organizer, to strike a balance between the privacy of participants and members of the leadership team and its duty of care towards them, should either:

- recommend that participants and the leadership team discuss their pre-existing physical and psychological conditions with their primary care medical practitioner, ahead of time, to determine if they are fit to travel (at which time the physician can either clear them for the entirety of the trip or for certain specified activities); or
- encourage the participants and the leadership team to share any pre-existing physical and psychological conditions with the medical assistance providers.

The trip organizer should direct participants and the leadership team towards professional medical advice to determine if:

- medication or vaccinations are recommended for their trip;
- the medications prescribed or supplied are considered illegal in a layover or destination location.

The availability of this service should be outlined to the leadership team and then to the participants (and other stakeholders on request) before the participants' contract becomes effective.

Participants and the leadership team should ensure they have sufficient personal medication for the duration of the planned trip, plus reserve quantities in case of trip disruption. This should include both medication they take regularly and other medication to be taken in response to occasional health episodes.

Medication licensing arrangements can vary significantly between countries, both in terms of access to medication over the counter and prescription-only medication. Trade names of the same drug can also vary across countries. Given both these issues, consideration should be given to:

- participants and the leadership team taking appropriate medical certification and information regarding principal components and dosage for any medication they take with them;
- participants and the leadership team should verify that the type and quantity of medication they propose to bring is allowed in the places to be visited;
- obtaining assurance in advance that the medication is available (and under what name) in the country to be visited if the intention is to rely on sourcing it there.

The trip organizer should ensure that arrangements are in place for the duration of the trip to control the storing, dispensing and administering of medication required by participants who are minors or vulnerable adults. The arrangements should be agreed to by all appropriate stakeholders (e.g. leadership team, participants, parents/guardians).

All minors and vulnerable adults who travel in a group should have a process whereby a member of the leadership team becomes their de facto guardian for the duration of the trip, as agreed upon in writing by the parents or legal guardians. As such, that de facto guardian can dispense medications or appoint another appropriate individual to do so.

The trip organizer should ensure that the first aid qualifications of the leadership team (or their designated party) are commensurate with the needs of the participants and the leadership team.

The trip organizer should ensure that members of the leadership team designated to assist with the administration of medicines and medical treatments are appropriately trained and competent to do so.

The trip organizer should ensure that the leadership team (or their designated party) has knowledge of the risks, prevention, recognition and treatment of environment-related illnesses (e.g. dehydration, heat-related illness, altitude sickness) as identified in the outcome of the risk assessment.

The trip organizer should ensure that participants and the leadership team are aware of the prevention and recognition of the signs and symptoms of environment-related illnesses, together with the actions to be taken if such conditions are observed or suspected. The trip organizer should provide a method for the leadership team to communicate during the trip with a medical professional who has expertise relevant to any local environmental health hazards.

Many risk factors can be exacerbated by the remoteness of a destination and the ability to medically evacuate a participant or member of the leadership team. To mitigate these risks, it is good practice, where appropriate, to provide the participant or member of the leadership team with a medical kit appropriate to the locale and situation, as well as ensuring the leadership team has sufficient training.

Prior to the completion of the trip, the participants and the leadership team should be advised to report back to the trip organizer if they have physical or psychological symptoms that can be related to the trip. Examples include symptoms of malaria, dengue fever, gastro-intestinal illness, or post-trip mood changes or anxieties. Participants and the leadership team should be informed that their medical assistance providers typically can provide guidance to them, even after the conclusion of their trip.

7.8.2 Individuals with special needs

The trip organizer, in consultation with participants, their parents and guardians, and the leadership team, should consider whether particular requirements or a personalized medical response plan (in case they experience health problems during the trip) are necessary for individuals, either participants or members of the leadership team. For example, it should ensure that airlines and accommodations are able to provide the required access and support assistance, paying particular attention to wheelchairs, service animals, etc.

7.8.3 Medical, evacuation and repatriation insurance

Where the trip organizer provides the medical insurance for the leadership team or participants, details should be provided to those covered including relevant stakeholders (if applicable/required). The medical insurance should include the following:

- a) Emergency assistance and repatriation for ill, injured or deceased individuals, including, where possible, air ambulance and air transport costs (the amount of coverage should be clearly documented/specified).
- b) Emergency health and/or dental treatment.
- c) Travel and accommodation expenses. This should include provision for an additional person where a participant, or member of the leadership team, is incapacitated, hospitalized, or requires support or assistance.
- d) In the case of a minor who is hospitalized or otherwise unable to continue with the trip, the insurance should facilitate travel and accommodation for a parent to be with their child.
- e) Mental health coverage.
- f) Any specific limitations to coverage.

Where a participant has their own medical, rescue or repatriation insurance in place, the details should be shared with the trip organizer. In such cases, the cover should meet, or exceed, the minimum cover deemed necessary by the trip organizer. Otherwise, participation may be denied.

7.9 Medical and security support services

The trip organizer should, after a risk evaluation, consider its needs and capacity regarding continuous medical and security support services. Third-party service providers and sub-providers can be used to assist, where required, with medical and security advice and support prior to, during and after the trip. Such support can include the assessment, provision and dissemination of information, advice and updates and, where appropriate, this should include practical and logistical support.

There are tools/apps whereby the nearest medical practitioners, hospitals and other medical providers can be found and located.

The trip organizer should make arrangements to ensure that any necessary medical and security assistance can be secured and funded.

Security assistance can include:

- on-site briefing;
- liaison with public security agencies.

The trip organizer should ensure appropriate coordination with such providers locally.

The trip organizer is responsible for critically reviewing the advice being disseminated and the services offered by third-party service providers to confirm they are adequate and objective. The trip organizer should be aware that it is accountable for decisions made by third-party providers acting on its behalf.

7.10 Third-party provider

If third-party providers are involved in a trip, they should be competent and have the capacity to deliver the trip elements to be provided. Their selection should be based on an assessment undertaken by the trip organizer or by a competent person on its behalf.

The trip organizer should review any third-party provision against the specific requirements of the trip, taking account of the known or anticipated participant profile, and the nature and needs of the trip. This should include:

- a) risk to the trip of financial insolvency of a third-party provider;
NOTE 1 Financial protection can be delivered through bonding and insurance arrangements.
- b) public liability insurance in accordance with [7.3.2](#) and third-party insurance in accordance with [7.3.4](#);
- c) risk assessment and management system;
- d) incident and emergency planning arrangements in accordance with [7.14](#);
- e) medical, safety and security support in accordance with [7.9](#).

The trip organizer should direct the leadership team on specific aspects of the third-party provider's service requiring appraisal by the leadership team before and during use, with a concurrent contingency plan (see [7.14](#)).

Prior to confirmation of selection, the trip organizer should agree with the prospective third-party provider any additional requirements to be met, such as protective equipment or assistance that can help individual participants with special needs to conduct the trip safely and in a way that meets the predefined expectations.

A list of third-party providers should be made available when requested by participants, their parents or guardians, or the leadership team.

NOTE 2 Additional requirements for the provision of transport and accommodation are specified in [7.11](#) and [7.13](#), respectively.

7.11 Travel and transportation

The trip organizer should:

- a) verify that the travel elements of the trip itinerary are:
 - 1) able to meet the needs of the trip, particularly in respect of timing, availability and budget;
 - 2) suitable for the participants as identified in accordance with [7.4.3](#);
 - 3) risk assessed in accordance with [Clause 6](#);
- b) select third-party providers of transport services in accordance with [7.10](#) and brief transport providers on their duties and responsibilities;
- c) advise participants (and stakeholders when requested) of the transport arrangements and provide additional guidance if the transport is expected to be outside the participants' experience and of any safety or accessibility issues that can reasonably be expected to affect the participants;
- d) have a procedure for assessment by a member of the leadership team at embarkation to ensure that transport provided is not unsafe;
- e) provide an explanation of the methods used to select the transport modes/providers if requested by participants, the leadership team or a stakeholder;
- f) have a contingency plan in place for the trip in accordance with [7.14](#).

The trip organizer should assess all the appropriate modes of transportation to be used by all individuals taking part in the trip, including any ad hoc arrangements that can be available to meet the needs of an unplanned or dynamic situation. The trip organizer should stress the preference for pre-arranged transport options but allow, within the trip risk management protocols, for the use of public transportation, authorized public taxis and app-based ride-share provision. Particular attention should be paid to the prevailing security risks, the local incidences, types and rates of crime together with local standards of transport provision, regulation and, where they exist, compliance with, and enforcement of, such regulations.

NOTE The risks associated with travel and transport can be considerably reduced by avoiding dangerous driving conditions, and taking precautions such as travelling during daylight hours, wearing appropriate seatbelts, and ensuring drivers are not fatigued or under the influence of alcohol or drugs.

7.12 Trip activities

The trip risk assessment should include a section on trip activities and associated management measures in accordance with [Clause 4](#).

The trip organizer should identify the principal sources of technical advice used to define the competencies of the leadership team and participants and risk management procedures used for trip activities.

Training requirements related to activities to be undertaken on the trip should be identified and communicated to the leadership team and participants.

7.13 Accommodation

The trip organizer should:

- a) verify that the accommodation used meets the needs and objectives of the trip and is consistent with the needs of the participants, giving thought to the need for:
 - 1) separate accommodation for males and females (dormitories/rooms), with consideration for gender diversity;
 - 2) separate toilets and washrooms for males and females, with consideration for gender diversity;
 - 3) dormitories/rooms for teachers/leaders close to the students' dormitories/room;
 - 4) enclosed outdoor area, if possible;
 - 5) separate seminar rooms or classrooms for inclement weather activities or extracurricular learning activities;
 - 6) separate dining accommodations room or set-aside area for the group, allowing for networking opportunities;
- b) consider the following safety and security elements:
 - 1) fire and evacuation protocols;
 - 2) general emergency;
 - 3) structural integrity and suitability;
- c) select third-party providers of accommodation in conformity with applicable relevant standards;
- d) implement a procedure for checking the safety and suitability of all accommodation and make the criteria for this assessment available on request to participants and stakeholders;
- e) advise participants (and stakeholders when requested) of the accommodation arrangements and provide additional guidance if the accommodation is expected to be outside the participants' experience, there are any safety or accessibility issues that affect the participants, and/or any training is needed in the safe construction and/or safe use of temporary accommodation;
- f) have a contingency plan for accommodation in place.

Persons making checks should be competent to do so. Suitable safety and security checks depend on the accommodation type, but can include:

- fire safety (means of being made aware of a fire, means of escape and means of fighting fire);
- stoves and open fires used for cooking and heating;
- personal security and/or protection;
- hygiene, including that relating to food and drink;
- general safety of the structure and facilities of the accommodation (e.g. electrics, gas heaters, balconies, pools, lifts or elevators);
- environment around the accommodation;
- availability of third-party liability insurance;
- management and staff competence and reputation.

Accommodations should be subject to a risk assessment. More information can be found in [Annex B](#).

7.14 Contingency, incident and emergency planning

7.14.1 Contingency planning

The trip organizer should prepare a contingency plan that indicates what actions are to be taken if, for whatever reason, the proposed trip itinerary or plans need to be altered during the trip.

Risks identified in the risk assessment process should be used to determine the level of contingency planning.

The contingency planning should include provision for when any participant or member of the leadership team does not reach, or maintain, the required level of capability.

NOTE Contingency plans are likely to include responses to:

- a) illness or injury to a participant or a member of the leadership team, or their next of kin;
- b) change to the participant to leadership team ratio;
- c) change of route or activities;
- d) change in social or political stability;
- e) extreme natural events (including deteriorating weather);
- f) transport delay, breakdown or transport identified as unacceptable by safety assessment;
- g) theft or loss of money/need for additional funds;
- h) damage to or loss of critical equipment or clothing.

Any contingency plan should be issued to the leadership team.

7.14.2 Incident and emergency response

Contingency planning should include a documented incident and emergency response plan that includes 24 h provisions for:

- a) the division of responsibilities between the trip organizer and the trip leader;
- b) the procedures which are to be implemented in response to an incident or emergency, including resolution by those on the trip and/or using external agencies;
- c) emergency communications in accordance with [8.2](#);
- d) financial provision for responding to incidents and emergency;
- e) response to medical incidents/emergencies, including:
 - 1) options for medical services and support available at all stages of the trip;
 - 2) contact details for medical services and support at all stages of the trip;
 - 3) actions for specific medical needs of any member of the trip;
- f) repatriation or evacuation procedures;
- g) response to civil unrest and natural disasters;
- h) missing person procedures;
- i) the support which is to be provided to stakeholders and how that is to be provided;
- j) media management;
- k) participants' passport details.

The trip organizer and the trip leader should have access to information to implement an incident or emergency response.

The trip organizer should instruct the leadership team and in-country representative of the trip organizer (where applicable) of their roles, responsibilities and actions with regard to the implementation of the incident and emergency response plan.

The leadership team, on behalf of the trip organizer, should indicate in pre-contractual information that all participants, and other stakeholders on request, should be provided prior to departure with a summary of the incident and emergency response plan. Where the participant is under 18 years of age or a vulnerable adult, this information should also be provided to the participant's parent or guardian.

The trip organizer should ensure that the stakeholders are briefed about their roles and responsibilities, if any, within the incident and emergency response plan.

The trip organizer should establish an incident management team and recognize that its composition can change based on the evolution and seriousness of the incident. This can involve bringing on board additional in-house or outsourced expertise and resources, as needed, to deal with the evolving situation.

The trip organizer should, to the extent possible, exercise contingency, emergency and incident response plans with trip incident management team prior to commencement of trip.

When using the services of a travel risk management service provider, the trip organizer should establish and agree on a clear escalation protocol for engaging their services when required. This can be established by simply by having access to a 24/7 help line of the service provider.

7.14.3 Escalating risk and responses

The trip organizer should be aware that risk to participants and the leadership team can escalate during a trip due to unforeseen circumstances, and therefore should have an escalation policy in place prior to the departure of the trip. The leadership team should be aware that risk escalation is often a series of incremental increases rather than a single event, and that these can be identified by ongoing dynamic risk assessments.

8 Communication and consultation

8.1 Programme/strategic communications

The trip organizer should ensure that the development of trip risk management policy and procedures, and its implementation, engages with relevant internal and external stakeholders as set out in [Annex A](#).

The agreed policy and procedures should be effectively communicated throughout the organization so that potential participants (and their parents/guardians in the case of minors or vulnerable adults), together with any relevant members of the leadership team, understand them and all parties are aware of risks involved and how the trip organizer controls and manages them.

There should be an established procedure for effective communication among the individuals/groups responsible for risk management.

Adequate information for planning and implementing, and, where necessary, changing or confirming a risk management process, or terminating a trip or part of a trip, should be available and communicated.

Issues to consider include the following:

- a) The trip programme and organizational policy should be communicated, in an appropriate format and language, to, and acknowledged by, all participants and members of the leadership team (and/or their parents/guardians in the case of minors or vulnerable adults before entering into a contract).
- b) Where appropriate, participants and other relevant stakeholders should be engaged in the risk assessment process, and in the identification and selection of risk treatments.

- c) Participants, parents or guardians and the leadership team need to be aware of:
 - 1) the actual or potential impact of identified risks on their trip objectives, safety, security and health;
 - 2) the risks the participants and members of the leadership team can be exposed to during the trip and how they can be identified;
 - 3) how individuals can contribute to effective management of trip safety, health and security.
- d) Participants, parents or guardians and the leadership team should be made aware of:
 - 1) the beneficial outcome and importance of following policy and procedure;
 - 2) the potential consequences, and increased risk, created by not following policy and procedure;
 - 3) the individual responsibility to observe a duty of care towards others by participants and members of the leadership team, and to protect each other from foreseeable harm, by following the trip organizer's policies and procedures.
- e) Multi-channel communication should be considered. Group emails or social media can also be appropriate, recognizing that communication tools evolve rapidly, and communication techniques should be continually assessed and updated as necessary.
- f) For routine communications, formats such as emails, team meetings and noticeboards can be used to convey information and updates.
- g) A means for two-way personal communications should be provided.
- h) If third-party providers are used by the trip organizer, the content and timing of communications with them should be documented.
- i) Trip organizers should establish a participant database detailing all the information necessary to communicate effectively with them and their emergency contacts or next of kin. The database should also include relevant issues such as individual medical conditions, medicines, allergies and dietary needs. Personal information should be treated in strict confidence and accessible only to those who have a specific need to do so. Relevant information contained in the database should be accessible, in an appropriate format, throughout the trip and available to the accompanying leadership team.
- j) Similar information in respect of accompanying leadership team members should be available during the trip.
- k) When travelling abroad, outside the home country, trip organizers should, where possible, register their travel with their home-nation diplomatic mission in the country to be visited.

8.2 Operational/technical communications

A detailed and robust operational communications framework should be in place to deliver the trip safely and successfully in accordance with the established policy and procedures.

Issues to consider include the following:

- a) An auditable record should be created and retained for each trip, to include: literature/brochures/information sheets, briefing notes, audio/visual presentations, training provided, individual and group communications (e.g. emails, online conference calls, telephone calls).
- b) Pocket sized aide-memoire cards, in a hard-copy, laminated format, describing emergency procedures and incident response should be provided (including travel insurance information and contact information for a travel risk management service), and carried at all times by all participants and members of the leadership team.
- c) Timely updates concerning, for example, natural disasters, civil unrest and travel disruption are very important in respect of safety and the objectives of the trip. Trip organizers should establish a communications protocol to ensure that all appropriate stakeholders (including accompanying

leadership teams and participants) are advised of any issues related to safety, security and health as soon as possible. Accompanying leadership teams should also be aware of the need to communicate locally sourced information of a similar nature to the trip organizer and appropriate stakeholders.

- d) In the case of an incident or emergency, it is important that the established protocol of communication and escalation (to incident/crisis management teams or similar), through the home point of contact (or travel risk management service provider), is carried out as soon as is practicable (the process of communication with the home point of contact should not interfere with, or delay, any immediate emergency response or treatment that is required). A protocol should be established to determine when and how information received by the home point of contact is communicated to appropriate stakeholders. In all cases, it is essential that information is confirmed and verified before it is communicated (however, it is reasonable to release basic known and confirmed factual information in respect of an emerging situation – such information should be moderated in accordance with established protocols).

Trip organizers and leadership teams should be aware of the potential for participants to communicate directly with, for example, parents, friends and the media, without any moderation or control. Consideration should be given as to how to manage such communication, recognizing it can vary in accuracy or appropriateness, and have significant impact.

Trip organizers should consider the most reliable and practical means of communication available to use in any given situation. In a domestic situation, close to home, for example, a cell phone can be appropriate, or for simple matters such as a delayed return, a text or group text message can provide an effective solution.

In remote and extreme situations, a satellite phone or very high frequency (VHF) radio can be required. In all cases, organizers should be aware that services, equipment and communication platforms are subject to update, revision and withdrawal, often at short notice; strategies and procedures should be reviewed accordingly. Where satellite phones or radios are considered, organizers should be aware of the appropriate national and local legislation and restrictions which can prohibit their use.

9 Programme evaluation and continuous improvement

9.1 General

The trip organizer should evaluate the effectiveness of its trip risk management programme involving all relevant internal stakeholders to identify strengths and weaknesses to guide further development and improvement. The trip organizer should put into place evaluation, monitoring and review processes to see how efficient and effective it is at carrying out travel safety, health and security policies and arrangements. This should take place at all stages of the trip risk management process by people with the necessary competence. If third-party providers are engaged, trip organizers should consider how they can help with programme monitoring and review.

The extent, frequency and trigger (periodic, event-based or other change in circumstances) for monitoring and review depends on requirements and context. At a minimum, a full review should be conducted annually, with a focus on improvement and incorporating lessons learned. In addition to a scheduled annual review, there are various circumstances that should trigger a review to allow for the new situation. Such circumstances can include, but are not limited to, changes in:

- a) the organizational profile or the demographics of travelling staff (e.g. new participants and members of the leadership team with certain nationalities, citizenships, ethnicities or religions can have ad hoc considerations in some locations);
- b) legal or regulatory requirements;
- c) global best practice for trip risk management, or the trip organizer's policy in same;
- d) knowledge and experience following a significant incident or near miss in the organization or industry, or both;
- e) the development of a new trip (involving a new destination and/or activities);

f) policy or practice with respect to outsourcing elements of trip risk management.

As reviews are completed and the trip risk management programme is updated, it is crucial to ensure that all relevant stakeholders are informed. Where relevant, trip risk management documentation should be updated with appropriate details including date, version number, updater and approver.

As well, record-keeping and reporting of risk management results assist in:

- satisfying legal and regulatory requirements;
- decision-making;
- improving programme activities;
- improving cross-functional interaction;
- enabling the auditing of the programme.

Records should be maintained in accordance with the trip organizer's record management practice.

9.2 Trip evaluation

The trip organizer should ensure that, for the trip:

- a) all participants, the leadership team and stakeholders have an opportunity to provide feedback on the activities, services and facilities provided;
- b) the complaints and compliments are reviewed;
- c) a written internal reporting and review system for operational incidents, accidents and "near misses" is in place, and lessons learned and corrective actions are recorded and implemented;
- d) an evaluation of all trips is conducted, paying particular attention as to whether the original objectives were achieved.

9.3 Management system reviews

The trip organizer should complete an annual review of management systems, including the safety management system. Where weaknesses or failings are found, these systems should be revised. The review should be documented with signed endorsement by top management.

A review of specific aspects of management systems should also be initiated by:

- a) significant incidents, near misses, complaints or observations during the trip and reviewed on or subsequent to it;
- b) results of complaints, feedback or observations following the trip;
- c) major changes within the trip organizer or changes that can impact on future trips;
- d) the trip organizer having reason to believe that the management systems are no longer adequate;
- e) impact of changing legislation or other significant changes/events affecting the sector;
- f) findings and actions from completed audits, investigations and reviews.

NOTE Reviewing the safety management system in its entirety can reveal weaknesses or failings created by piecemeal changes over a period of time.

9.4 Documentation

Readily available and securely stored documentation should include:

- a) copies of consent forms for participants including minors and vulnerable adults;
- b) copies of passports, visas and essential documents;
- c) profile information including a recent photo, vaccination record, emergency contacts, next of kin and relevant pre-existing medical conditions of participants and members of the leadership team;
- d) a participant aide-memoire of crucial contact details, in case their standard contacts database (e.g. smart phone) is not accessible;
- e) escalation procedures:
 - 1) at the top management level;
 - 2) for the leadership team;
 - 3) aide-memoires for the participant;
- f) incident management plans:
 - 1) at the top management level;
 - 2) for the leadership team;
 - 3) aide-memoires for the participant;
- g) evacuation plans:
 - 1) at the top management level;
 - 2) for the leadership team;
 - 3) aide-memoires for the participant;
- h) a mechanism to ensure documentation is reviewed and updated regularly (ideally annually);
- i) procedures for documentation access in emergencies;
- j) confidential data and privacy concerns (the latest policy direction from a top management level);
- k) insurance contacts to turn to for support;
- l) an insurance summary describing insured aspects of the trip.

9.5 Recording and reporting

It is crucial that all relevant data are appropriately recorded and reported as part of a trip organizer's duty of care and compliance. From a good practice and business continuity perspective, risk management typically results in a large number of processes/procedures and also data/metrics, which should all be stored appropriately.

A primary source of data is the risk management plan documentation (see [9.4](#)) and metrics.

Irrespective of the size or complexity of the organization, some primary considerations for recording and reporting of data should be:

- a) a detailed repository of information for all trips;
- b) participants and members of the leadership reporting of their own experience on the risk and threat after the trip, as necessary;

- c) detailed recording of any incidents to provide a basis for learning lessons and evidence of the organization's response;
- d) detailed recording of risk assessments and controls used, including:
 - 1) the name of the risk (short name);
 - 2) a description of the risk that clearly and unambiguously explains the risk;
 - 3) the data used and assumptions made (e.g. additional information about the risk, its source and other potential causes such as industry, the organizational profile, participants and leadership team profile, location of operation and type of operation);
 - 4) who was involved in the risk assessment process;
 - 5) the conclusions of the risk assessment;
 - 6) agreed risk treatment options;
- e) records of informed consent (permission granted in full knowledge of the possible consequences) – the process by which participants and members of the leadership team are informed of the safety and security risks to which they can be exposed during the course of their activities and they are provided with the ability to either accept or decline these risks.

There are many options for collecting and recording these data. A recommended methodology is to categorize each assignment/journey as a “trip” (or similar), with the data being recorded based on the details of that “trip”.

Depending on the volume of travel, recording the data using an information technology (IT) system can provide an efficient mechanism for generating reports to:

- identify strengths and weaknesses;
- assign resources;
- adjust procedures based on trend analysis;
- provide advice to the project at a senior level.

The detail and sophistication of reporting is informed by the nature and volume of organizational travel and activities. It can range from being internally generated from a small ad hoc database to a more detailed and sophisticated mechanism developed by a competent outsourced provider.

It is important to have an effective two-way reporting mechanism with top leadership for standard communications. It is crucial to have a robust and immediate mechanism for use in the event of an emergency.

The sharing and recording of lessons from incidents and near-misses is a vital part of any risk management framework. The exact method by which these data are recorded and reported depends upon the size and complexity of the organization. For example, lessons learned can be extracted from post-trip reports, combined in a database at the risk management plan level, and shared either as part of annual training or in risk management-specific reminders (these can be ad hoc or monthly, depending on the organization).