



Trips Policy

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1 Overview

- 1.1 This is the Trips Policy for students of Tanglin Trust School ("the School"), which comprises the Infant School, the Junior School, and the Senior School ("the relevant Schools").
- 1.2 This policy aims to:
- Set out the School's approach to planning and implementing trips so that all involved understand their responsibilities and can participate fully.
 - Provide a proportionate framework for identifying and managing risks to safeguard the health, safety, and welfare of students and staff.
 - Align with the School's whole-school commitment to safeguarding, inclusion, equality, and the best interests of every student.

2 Scope and Application

- 2.1 This Policy applies to all trips organised by the School, and to all students, staff, volunteers, and other adults acting on behalf of the School. It extends across the Early Years Foundation Stage, the Infant School, the Junior School, and the Senior School.
- 2.2 The standards and expectations set out in this Policy apply at all times and in all contexts where non-compliance may compromise the health, safety, or wellbeing of any member of the School community or the public; undermine safeguarding responsibilities; or bring the School into disrepute.

3 Policy Framework

- 3.1 This Policy should be read alongside the following School policies and procedures, which provide the overarching framework for the safe and effective planning and delivery of trips:
- Safeguarding & Child Protection Policy
 - Health & Safety Policy
 - First Aid and Medication Policy
 - Student Behaviour Policy
 - Staff Code of Conduct
 - Diversity, Equity, and Inclusion Policy
- 3.2 These documents are available on the school's public website at <https://www.tts.edu.sg/about-tanglin/policies> and, where applicable, on the Staff Portal.

4 Publication and Availability

- 4.1 This Policy is published on the School website and is available to parents, students, staff, and external stakeholders.
- 4.2 This Policy will be reviewed every two years, or more frequently if required by regulatory updates, safeguarding guidance, or changes to School practice.

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5 Definitions and Interpretation

Where the following words or phrases are used in this Policy, they shall have the meanings set out below:

- 5.1 **Adventure Activities** (see [Appendix 4](#)) are those that involve greater risk than everyday experiences and therefore require specific planning, competence, and oversight. They include, but are not limited to, winter sports, climbing, hill walking, mountaineering, scuba diving, white-water rafting, caving, trekking, and other water-based or high-risk activities. An activity may also be deemed adventurous because of the environment in which it takes place (e.g., extreme weather, steep or exposed terrain, open water, or remote or unstable regions) or by the necessity for personal protective equipment (PPE) to participate safely. The Trips and Visits Manager (TVM) and Head of Outdoor Education (HOE) will determine whether an activity is to be treated as adventurous where not explicitly listed.
- 5.2 **Contingency Plan** means a pre-prepared "Plan B" in the event the planned activity on a trip cannot be undertaken safely.
- 5.3 **Trip** means any off-site activity arranged, approved, or facilitated by the School. This includes:
- curriculum-linked trips;
 - co-curricular trips;
 - Cultural trips;
 - hazardous or Adventure Activities and expeditions; and
 - all residential and overseas trips.
- 5.4 **Sports fixtures** are not ordinarily classified as school trips. An activity may, however, be designated as a school trip where:
- The event occurs during the school day, and
 - The venue, organisation, or nature of the event changes the level of supervision or risk (e.g. ACSIS Cross Country)
 - The decision to classify a sports fixture/activity as a school trip is made by the Director of Sport.
- 5.5 **Exclusions: Private family travel, informal social outings, or activities not formally approved by the School are not trips within the scope of this Policy.**
- 5.6 **Emergency Contact** means the individual appointed to act as the designated emergency contact for each trip. The Emergency Contact will usually be a member of the relevant School's Leadership team and must not be related to any adult or child on the trip. For trips during school hours, Infant, Junior, or Senior Reception may act as the contact, provided they hold all relevant documentation.
- 5.7 **Employee** means anyone who works under a contract of employment at the School.
- 5.8 **External Provider** means any person or organisation other than the School or an Employee who provides a service or activity under contract during a trip (e.g., activity centres, field studies providers, expedition companies).
- 5.9 **Trip Leader** means the Employee with overall responsibility for the planning, organisation, supervision, and conduct of a trip, delegated by the relevant Head of School (HOS).
- 5.10 **Employee** means anyone who works under a contract of employment at the School.

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- 5.11 **External Provider** means any person or organisation other than the School or an Employee who provides a service or activity under contract during a trip (e.g., activity centres, field studies providers, expedition companies).
- 5.12 **Trip Leader** means the Employee with overall responsibility for the planning, organisation, supervision, and conduct of a trip, delegated by the relevant Head of School (HOS).
- 5.13 **Assistant Trip Leader** means an Employee with sufficient experience and expertise to support the Leader in planning and delivery, and who can assume leadership if the Trip Leader becomes incapacitated.
- 5.14 **The Trips and Visits Manager (TVM)** refers to the Employee responsible for coordinating, supporting, and monitoring all trips across the School to ensure they are planned, approved, and executed safely and effectively.
- 5.15 **First Aider** means a member of staff who has completed an approved first aid course and holds a valid certificate of competence.
- 5.16 **Head / Head of School (HOS)** means the Head of the relevant Infant, Junior, or Senior School.
- 5.17 **Duty Manager** means the designated individual who knows the movements of the party and can be reached to convey important information. This may be the same person as Emergency Contact.
- 5.18 **Homestay** means any arrangement where the School organises or arranges, and has the authority to terminate, the care and accommodation of a child in the home of a host family to whom the child is not related. Homestays may occur in Singapore or abroad and include arrangements made through third-party companies.
- 5.19 **Parent(s)** means one or both parents, or any person with parental responsibility for a child.
- 5.20 **Accompanying Adult** means an adult approved by the Head of School who has supervisory responsibilities during a trip, including but not limited to Employees, Parents, host parents, and volunteers.
- 5.21 **Residential** means any trip involving one or more overnight stays.
- 5.22 **Risk Assessment** means a written assessment of risks and control measures completed using the School's approved format, including dynamic risk assessments conducted during the course of a trip.
- 5.23 **Supervision** refers to the act of overseeing students during a trip. This may be:
- Direct supervision (staff present and overseeing activity directly);
 - Remote supervision (students undertaking activities independently but within agreed parameters); or
 - Free Time Supervision (structured periods where students are not under immediate direct supervision but remain subject to agreed boundaries and checks).
- 5.24 **Ratios** refer to the staff-to-student supervision ratios outlined in this Policy, which vary according to age, activity, and location

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6 Responsibility Statement and Allocation of Tasks

The Board of Governors has overall responsibility for all matters covered by this Policy which it will exercise through the Education Committee. To ensure effective discharge of duties, the Board delegates the following tasks:

6.1 Chief Executive Officer (CEO)

6.2 Responsible for compliance with legislation, regulations, and guidance, as well as the School's Health and Safety Policy and Board requirements.

- Delegates authority to the relevant Head of School (HOS) to appoint a Trip Leader.

6.3 Head of School (HOS)

6.4 Ensures the appointed Leader is suitably qualified, experienced, and competent.

6.5 Advises and supports Trip Leaders on planning, risk, safeguarding, and other aspects relevant to the trip

6.6 Grants approval for each trip in advance, subject to completed documentation.

6.7 Deputy Head (Co-Curriculum) (Senior School), Co-Curriculum Lead (Whole School)

6.8 Line-manages the Trips and Visits Department and the Trips and Visits Manager (TVM).

6.9 Keeps this Policy up to date and compliant with law and best practice (reviewed at least biannually).

6.10 Monitors implementation of the Policy and risk assessments, evaluates actions taken, and reviews accident/incident reports for proportionality and effectiveness (reviewed at least termly, and annually as required).

6.11 Trips and Visits Manager (TVM)

- Ensures Leaders follow this Policy and support its implementation.
- Must be an experienced Trip Leader with authority to guide working practices.
- Assesses the competence of Leaders, Assistant Leaders, Accompanying Adults, and External Providers.
- Provides guidance, training, and advice to the relevant school's Leadership Team /Board on trip approvals.
- Supports the selection and appointment of competent Leaders and Assistant Leaders.
- Verifies staff qualifications, insurance cover, safeguarding checks, contingency plans, and emergency procedures.
- Maintains accurate and up-to-date records of all trips and related documentation in accordance with the PDPA and provides the relevant Schools leadership team with summaries during holiday periods.
- Oversees post-trip evaluations and adapts procedures accordingly.

6.12 Trip Leader

- Holds overall responsibility for planning, preparation, and supervision of the trip.
- Completes the Trip Approval and Planning process on Evolve and obtains HOS approval.
- Conducts risk assessments and prepares a Contingency Plan.
- Ensures compliance with School policies and external regulations.
- Supervises students, maintains discipline, and ensures the health, safety, and welfare of the group.
- Provides parents with timely information (e.g., Parent Information Evening).
- Ensures appropriate first aid and medical arrangements are in place.

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- Ensures Accompanying Adults and External Providers understand risks and responsibilities.
- In consultation with Senior Leadership, has the authority to return a student home if behaviour or welfare concerns warrant it; parents bear the costs.

6.13 Assistant Leader

- Required for all overseas trips and large residential events in Singapore.
- Fully involved in planning and preparation.
- Must be competent to assume leadership if the Leader is incapacitated.

6.14 Duty Manager

- Appointed for each overseas and overnight trip.
- Acts as a communication conduit between trip staff, parents, and senior leadership.

6.15 Accompanying Adults

- Follow this Policy, the codes of conduct, and the Leader's instructions.
- Assist with supervision, behaviour, and discipline.
- Safeguard their own health and that of the group.
- Report concerns to the Leader immediately.
- Undergo safeguarding checks (including Police checks if unsupervised access may occur).
- Must not normally be left in sole charge of students unless identified in the risk assessment.
- Should avoid conflicts of interest where their own child is on the trip.

6.16 Students

- Follow the instructions of Leaders and Accompanying Adults and comply with School rules.
- Behave responsibly, do not endanger themselves or others, and use safety equipment correctly.
- Comply with local laws and customs when abroad.
- Report anything that threatens their safety or that of others.
- May be withdrawn from a trip if behaviour presents a danger to themselves or others.
- Reasonable adjustments will be made for students with disabilities, medical, or special educational needs.

6.17 Parents

- Provide accurate, up-to-date health and special needs information.
- Provide required consents and supply medication as directed.
- Ensure travel documentation and health requirements are met (e.g., vaccinations, passports, visas).
- Provide up-to-date contact details or designate alternative contacts.
- Ensure their child understands the expected standards of behaviour.

6.18 Lines of Accountability

Ultimate responsibility during a trip rests with the Trip Leader, supported by the Assistant Leader, Duty Manager, and Accompanying Adults. The TVM and Senior

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Leadership Team maintain oversight, while the Board of Governors retains overall accountability.

7 Timing of Trips

- 7.1 Proposed dates for trips must be agreed with the relevant member of the School's senior leadership team before any promotion to parents or students.
- 7.2 No overseas trip may be organised less than three months before departure unless special permission is granted by both the HOS and the Deputy Head (Co-Curriculum) (Senior School), Co-Curriculum Lead (Whole School)
- 7.3 The Trip Leader will liaise with the Trips and Visits Manager (TVM) and the relevant Leadership Team to agree on appropriate dates within term time or school holiday periods.

8 Planning and Preparations

Where the following words or phrases are used in this Policy, they shall have the meanings set out below:

- 8.1 **Approval:** Trip proposals must be entered into Evolve at the outset and require approval from the relevant Head of School (HOS). No trip may proceed until the HOS has approved its purpose, objectives, itinerary, budget, and risk assessment.
- 8.2 **Timelines:** Minimum submission deadlines are 30 school days for local day trips, 60 school days for residential trips, and 90 school days for overseas or adventurous trips.
- 8.3 **Purpose and Objectives:** Every trip must have clearly defined educational aims and outcomes.
- 8.4 **Budgeting and Bookings:** A budget must be prepared and approved before costs are communicated to parents. All bookings are to be made with TVM support and in accordance with the School's financial procedures.
- 8.5 **Risk Management and Safety:** Risk assessments, contingency and emergency plans, provider checks, and student medical considerations must be completed and recorded on Evolve before approval is granted.
- 8.6 **Consent and Information:** Appropriate parental consent must be obtained for all trips, with additional written consent for residential, overseas, or adventurous activities.
- 8.7 **Briefings:** Students, staff, and parents must receive clear and accurate information and briefings on expectations, safety, supervision, and communication before departure.
- 8.8 **Pre-departure Checks:** Final checks must be undertaken to confirm itinerary, supervision, emergency contacts, and student lists.

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9 Pre-Trip Visits and Trip Categories

- 9.1 The School requires appropriate preparation for all trips to ensure high standards of planning and safety.
- 9.2 Pre-Trip Visits
- 9.2.1 For Category 1 and 2 trips, sufficient time must be allowed for planning and completion of risk assessments.
- 9.2.2 Trip Leaders must have completed training or a briefing delivered by the Trips and Visits Manager (TVM) before leading any off-site trip.
- 9.2.3 For Category 3 trips, a pre-trip visit is required unless:
- The same Leader has run the trip within the last three years.
 - A travel company has undertaken an inspection visit; or
 - A vetted provider or partner school is engaged.
- 9.2.4 Pre-Trip visits must assess the suitability, accessibility, and safety of venues and accommodation, identify risks for inclusion in the Risk Assessment, and verify provider competence and licensing.

Category	Description	Authorisation	Minimum Notice Period
Category 1	Day or outdoor-based trips in Singapore (e.g., year-group trips, curriculum-linked activities, sports, performing arts, cultural visits). It does not require technical expertise from an External Provider, but it does require strong staff leadership.	Initial: Administrator (Deputy Head (Co-Curriculum) (Senior School), Co-Curriculum Lead (Whole School) or Head) Final: Head of School	At least 30 school days before the trip
Category 2	Residential trips outside Singapore focused on Sports, Performing Arts, MUN, or cultural activities. It does not require technical expertise from an External Provider, but it does require strong School staff leadership.	Initial: Administrator (Deputy Head (Co-Curriculum) (Senior School), Co-Curriculum Lead (Whole School) or Head) Final: Head of School	At least 60 school days before the trip
Category 3	Overseas trips requiring a specialist External Provider. It involves high levels of technical expertise and leadership from both the provider and the School staff.	Initial: Administrator (Deputy Head (Co-Curriculum) (Senior School), Co-Curriculum Lead (Whole School) or Head) Final: Head of School	At least 90 school days before the trip

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10 Risk Assessment

10.1 The School takes a proportionate and sensible approach to risk assessment for trips. The level of planning will reflect the type of trip and the nature of the risks involved. Risk assessments must always focus on real risks to health, safety, and welfare, rather than trivial concerns.

10.2 Competence

- Risk assessments must be completed by staff with appropriate skills, experience, and authority. The Trips and Visits Manager (TVM) is responsible for verifying the competence of Leaders and others undertaking assessments.

10.3 Types of Risk Assessment

- **Generic:** for routine or low-risk activities, subject to regular review.
- **Specific:** required for Adventure Activities, higher-risk activities, residential trips, overseas trips, or activities outside normal school hours.
- **Third-Party:** provided by external providers but reviewed and confirmed as suitable by the Trip Leader and TVM.

10.4 Requirements

10.4.1 All risk assessments must be completed using the School's approved format and uploaded to Evolve before approval is granted.

- Risk assessments must be reviewed by relevant staff and formally approved by the Head of School (HOS) or delegated senior staff.
- Completed risk assessments must be stored centrally, along with approval records, and may be subject to audit.

10.5 Dynamic Risk Assessment

- Trip Leaders must adapt risk assessments in response to changing conditions during a trip (e.g., weather, security, transport, health, or behaviour issues). Adjustments must be recorded, and revised control measures implemented without delay.

10.6 Contingency Planning

- Every trip must have a pre-prepared Contingency Plan to be implemented if risks become unacceptable. Plans may include returning to base, switching to a pre-assessed alternative, or cancelling activities, as necessary.

11 Consent

11.1 On entry to the School, and as part of the annual re-enrolment process, Parents provide general written consent for all routine and non-routine day trips that do not involve an overnight stay, overseas travel, or Adventure Activities. This includes curriculum-based trips during the school day and off-site activities or sporting fixtures that extend beyond normal school hours.

11.2 Specific written consent will always be obtained for any trip involving overseas travel, an overnight stay, or Adventure Activities.

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12 Charging, Finance and Insurance

12.1 The School reserves the right to charge for trips, including transport, accommodation, equipment, and other associated costs. Full details of costs, deposits, and payment schedules will be communicated to Parents in advance.

12.2 Payments

- Deposit deadlines and staged payment schedules must be met to secure a student's place.
- The School reserves the right to exclude a student from a trip where the required deadlines are not met or where School fees are outstanding.
- Refunds and cancellations will be managed by the Trips & Visits Department.
- Where a student is withdrawn from a trip for health, safety, or disciplinary reasons, Parents will normally bear the associated costs.

12.3 Budgeting

- All trip budgets must be approved in advance and managed in line with the School's finance procedures.
- Petty cash requirements must be identified within the approved budget and accounted for accordingly.

12.4 Insurance

- The School maintains comprehensive insurance cover for all overseas trips (not day trips), including travel disruption, medical expenses, and cancellation.
- The Trips and Visits Manager (TVM) and Trip Leader must ensure that each trip complies with the insurer's requirements and that appropriate cover is in place.
- Parents will be informed of:
 - the insurance arrangements provided by the School;
 - Any additional cover that Parents must arrange; and
 - Any limitations or exclusions to cover
- The School cannot accept liability for the failure of insurance cover where such failure is beyond its control, or where reasonable enquiries and due care have been exercised.
- Public health incidents (e.g., epidemics or pandemics) will be considered in assessing insurance arrangements, and Parents will be notified where cover is restricted.

13 Communication

13.1 Clear and consistent communication is essential to the safe and effective running of trips. The school sets out the following standards for communication with parents, students, and staff.

13.2 Parent Communications

- Parents will be informed of trip details in advance through email, information evenings/briefings, and the Parent Portal.
- Communication will include key information such as the trip's objectives, itinerary, staffing, travel and accommodation arrangements, medical and insurance requirements, costs, and behavioural expectations.
- Updates on any significant changes to itineraries, costs, or arrangements will be shared promptly and transparently.

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13.3 Student Briefings and Expectations

- Students will receive clear briefings on trip objectives, schedules, conduct expectations, health and safety requirements, and emergency procedures.
- Briefings will be age-appropriate and, where necessary, adapted to meet the needs of individual learners (e.g., SEND adjustments).
- Before departure on any overseas trip, students will be briefed on the Code of Conduct and all relevant safety instructions.

13.4 Staff Briefing and Training Requirements

- The Trip Leader will brief all staff participating in a trip before departure. Briefings will cover the itinerary, supervision plans, safeguarding responsibilities, emergency procedures, and risk assessments.
- Staff are expected to participate in any training required for their role on the trip, including safeguarding, first aid, or activity-specific training where relevant.
- The Trip Leader will ensure that all staff are fully aware of their roles, responsibilities, and points of contact.

13.5 Daily Updates During Residential/Overseas Trips

- For residential and overseas trips, parents will receive regular updates to confirm the group's wellbeing and progress through the programme.
- Updates may be provided through email, the Parent Portal, or other agreed communication channels.
- In the event of an incident or significant change, parents will be contacted directly by the Trip Leader or designated school contact.

14 Supervision and Ratios

14.1 Students must be appropriately supervised at all times during trips, whether directly, indirectly, or remotely. The level and style of supervision must be sufficient to provide continuous oversight.

14.2 A minimum of two staff must accompany every trip, regardless of group size or duration.

14.3 The ratio of adults to students will be determined by the risk assessment and will take into account:

- the type and location of the trip;
- the age, needs, and behaviour of the students; and
- the competence and experience of accompanying staff.

14.4 All staff counted in supervision ratios must be suitably trained, experienced, and confirmed as competent by the Trips and Visits Manager (TVM). Baseline ratios (below) will normally apply unless an alternative is approved by the TVM and Head of School (HOS) and recorded in the risk assessment.

14.5 For overnight, residential, or overseas trips:

- At least two Accompanying Adults must be Employees of the School; and
- Mixed-sex groups must include at least one male and one female Accompanying Adult.

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14.6 Where a parent accompanies a Trip as an Accompanying Adult, they will not normally be counted in supervision ratios unless any conflict of interest is managed appropriately.

14.7 Remote Supervision

- Remote supervision may only be used where students are suitably prepared and briefed, judged by the Leader to be mature enough for this responsibility, and able to contact a staff member in an emergency.

14.8 Baseline Ratios for Trips

- The following ratios represent baseline expectations. They must always be adjusted in line with the risk assessment, taking into account age, needs, behaviour, activity, environment, and staff competence. Stricter ratios may be required for adventurous, water-based, or higher-risk activities. Any deviation must be approved in advance by the TVM and HOS and recorded in the risk assessment.

School Stage	Activity Type	Baseline Ratio Staff: Student	Notes
Senior	Travel day (non-activity)	1:20	-
Senior	General activities (e.g., museum visits, urban activities)	1:20	-
Senior	Adventurous (e.g., climbing, rafting, swimming, caving)	1:7	May need a lower ratio if highly technical or water-based
Junior	Travel day (non-activity)	1:10	-
Junior	General activities	1:10	-
Junior	Adventurous	1:7	May need a lower ratio if highly technical or water-based
Infant	Travel day (non-activity)	1:7	-
Infant	General activities	1:7	-
Infant	Adventurous	1:6	May need a lower ratio if water or high risk
EYFS	Nursery	1:2	-
EYFS	Reception	1:4	-

14.9 Baseline Ratios for Swimming

- The following ratios apply to swimming activities on trips. They must always be adjusted according to student ability, environment, and risk assessment. A qualified lifeguard must always be on duty, but this does not replace active school staff supervision.

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School Stage	Environment	Baseline Ratio (Adults: Students)	Additional Notes
Senior (Years 7–13)	Swimming pool (lifeguard present)	1:15	Trip staff must actively supervise the poolside in addition to the lifeguard.
	Open water (lifeguard present + qualified provider)	1:10	Only permitted with licensed operators and strict boundaries. Stricter ratios (e.g., 1:8) may apply depending on risk.
Junior (Years 3–6)	Swimming pool (lifeguard present)	1:12	Staff must be poolside, actively supervising. Non-swimmers or weaker swimmers may require 1:8.
	Open water (lifeguard present + qualified provider)	1:08	Only permitted if shallow, controlled, and with rescue cover. Higher supervision is needed for weaker swimmers.
Infant (Years 1–2)	Swimming pool (lifeguard present)	1:08	Staff must be poolside, close to the group. Non-swimmers may require 1:4. Open water is not normally permitted.
EYFS (Nursery & Reception)	Swimming pool (lifeguard present)	1:04	Only shallow-water, controlled environments with direct supervision. Open water is not permitted.

15 Behaviour and Conduct

15.1 All students and staff are expected to maintain appropriate standards of behaviour and conduct throughout trips. The School's existing Codes of Conduct, Safeguarding Policy, and Behaviour Policies apply in full at all times.

15.2 Students

- Must comply with the School's Code of Conduct and follow instructions promptly.
- Must remain with the group unless explicit permission has been given.
- Must treat staff, peers, local communities, and the environment with respect.
- Possession or use of alcohol, illegal drugs, smoking, or vaping products is strictly prohibited.
- Breaches will be treated as serious disciplinary matters and may result in removal from activities or return home at parents' expense. Where a student is withdrawn from a trip for health, safety, or disciplinary reasons, Parents will bear the associated costs.

15.3 Staff

- Must comply with the School's Code of Conduct and Safeguarding Policy.
- Must maintain professional boundaries and uphold the reputation of the School.
- Must not consume alcohol or use tobacco, e-cigarettes/vaping products, or any controlled/illegal substances at any time for the duration of the trip (including travel, evenings, accommodation, and personal time), nor be under the influence while responsible for students. Breaches will be treated as misconduct under the Staff Code of Conduct.

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16 Inclusion and Accessibility

16.1 The School is committed to ensuring that all students have equal access to the opportunities provided by trips. Trip Leaders and staff must plan and deliver trips in a way that supports inclusion, accessibility, and equity for all participants.

16.2 Students with SEND

- Students with special educational needs and/or disabilities (SEND) will be supported to participate fully in trips wherever reasonably practicable, with specific care plans in place.
- Trip Leaders must consult with the Learning Support team and parents to identify individual needs, support measures, and associated risk assessments.
- Staff supervising the trip must be briefed on relevant needs and adjustments to ensure safety and inclusion.

16.3 Reasonable Adjustments

- The School will make reasonable adjustments to activities, travel, and accommodation to enable participation, provided these do not compromise safety or the overall viability of the trip.
- External providers will be informed in advance of any required adjustments.

16.4 Equal Opportunity

- No student will be excluded from a trip on the grounds of SEND, background, gender identity, or personal circumstance without careful consideration of risk, safety, and feasibility.
- Where full participation is not possible, the School will seek alternative arrangements that provide meaningful benefit.

16.5 Respect for Gender Identity

- Safe and respectful arrangements will be made for overnight stays and shared facilities, in consultation with the student, their family, and relevant pastoral staff.
- Information about a student's gender identity is private and will only be disclosed with the student's consent, unless required by law or safeguarding obligations.

16.6 Safeguarding and Conduct

- Any discrimination, harassment, or exclusion based on SEND or gender identity is prohibited and will be addressed under the School's Behaviour and Safeguarding Policies.

17 Child Protection

17.1 The School's Safeguarding and Child Protection Policy apply in full during all trips.

17.1.1 Any report, allegation, or suspicion of abuse — including safeguarding concerns that do not meet the harm threshold ("low-level concerns") — must be reported immediately to the Designated Safeguarding Lead (DSL) and/or the Head of School. Staff must then follow the DSL's or Head's instructions.

17.1.2 If a child is in immediate danger or at risk of harm, any member of staff may make a direct referral to the relevant agency. The DSL must be informed as soon as possible.

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- 17.1.3 Tanglin students must always be supervised by Tanglin-trained and approved staff. Third-party providers, host parents, or other adults cannot substitute for Tanglin staff in meeting safeguarding ratios.
- 17.1.4 Parents may only accompany a trip with explicit approval from the Head of School. They are subject to safeguarding checks, codes of conduct, and the same supervision expectations as Accompanying Adults.
- 17.1.5 All staff and students remain bound by the School's Code of Conduct while on trips, including safeguarding responsibilities, professional boundaries, and appropriate behaviour.

18 External Providers and Adventure Activities

18.1 The School will ensure that any External Provider engaged for a trip meets the required standards of safety, safeguarding, and educational value.

18.2 Adventure Activities

- Activities will be classed as Adventure Activities where the nature of the activity, the environment, or the level of risk requires enhanced planning, supervision, and controls.

18.3 Provider Requirements

External providers must:

- demonstrate relevant experience and expertise;
- provide qualified instructors, appropriate equipment, and safe facilities;
- ensure staff are competent in safeguarding and first aid;
- support the needs of all students, including those with SEND or medical requirements; and
- maintain comprehensive safety measures and emergency procedures.
- A written agreement will set out respective roles and responsibilities.
- Regardless of provider arrangements, the School retains overall responsibility for student wellbeing.

18.4 Standards and Checks

Before appointing an External Provider, the School will:

- confirm insurance cover and liability arrangements;
- verify compliance with relevant legal and safety requirements;
- review safeguarding, health and safety, and emergency procedures;
- confirm staff competence, qualifications, and first aid capacity; and
- ensure any subcontractors also meet these standards.

18.5 Trip Leader Responsibilities

Before any Adventure Activity begins, the Trip Leader must be satisfied that health and safety arrangements are adequate. If not, the activity must be cancelled or the Contingency Plan implemented.

18.6 Student Considerations

Student views will be considered, and no student will be required to participate in an activity against their will.

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19 Transport

- 19.1 Students must be supervised at all times while travelling on school-arranged transport. The Trip Leader and the Trips and Visits Manager (TVM) must ensure, through planning and risk assessment, that transport arrangements are safe, appropriate, accessible, and fully insured.
- 19.2 Travel arrangements are generally secured on group bookings with non-refundable deposits. Accordingly, all participants must travel with the group on the designated outbound and return flights; independent travel is not permitted. In genuinely exceptional circumstances, any deviation requires prior approval (e.g., by the Head of School/Trips and Visits Manager), and any additional costs will be borne by the family.

19.3 Standards and Requirements

- 19.3.1 **Air travel:** Airlines should normally be IATA members and IOSA-registered. Where this is not possible, only airlines meeting acceptable safety standards may be used. Airlines or airports with poor safety records must not be used.
- 19.3.2 **Bus and coach travel:** Overseas providers must supply roadworthy vehicles with seatbelts for every passenger. The School must verify suitability.
- 19.3.3 **Train travel:** May be used where appropriate, subject to adequate safety and security arrangements.
- 19.3.4 **Ferry and boat travel:** May be used where appropriate, provided the operator is licensed, safety equipment is available for all passengers, and supervision arrangements are in place.
- 19.3.5 **Private vehicles:** Not generally permitted, as their use may compromise insurance coverage. They may only be used in emergencies, and staff must never transport a student alone except in line with safeguarding best practice. In such cases, the Duty Manager must be informed, the incident documented on CPOMS, and the staff member must carry a trip phone to remain in contact with the Trip Leader.
- 19.3.6 **Parents:** Parents may only travel with students on school-arranged transport with explicit approval from the Head of School.

19.4 Best Practice During Travel

- 19.4.1 Students must wear seatbelts where fitted.
- 19.4.2 On all forms of transport, staff must be seated in positions that allow effective supervision of students throughout the journey.
- 19.4.3 Clear procedures must be followed for headcounts, loading/unloading, and safe transfer between transport and venues.
- 19.4.4 Students are normally expected to travel with the group unless the Head of School approves exceptional arrangements.
- 19.5 The use of motorcycles and scooters is not permitted on school trips, as these arrangements may compromise student safety, safeguarding, and insurance cover.

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20 Trips Abroad and Off-Site Accommodation

20.1 The School recognises that overseas trips and those involving off-site accommodation present additional risks and therefore require enhanced planning and risk assessment.

20.2 Providers

- Where the School purchases a package from a travel agent, tour operator, or other provider, the provider must be appropriately registered and accredited.

20.3 Accommodation

20.3.1 All off-site accommodation must meet basic safety, security, and hygiene standards.

Wherever possible, accommodation will be assessed in advance; where this is not possible, appropriate assurances must be obtained from the provider.

- Homestays may only be used where host families are vetted and monitored by an approved third-party provider to standards agreed with the School; the School retains oversight and final approval of placements.
- Students will normally be roomed by gender, unless otherwise agreed for safeguarding or inclusion reasons.
- Staff and students must not share rooms under any circumstances.
- Staff must be allocated rooms in proximity to students to ensure effective supervision.
- Trip Leaders must ensure appropriate supervision arrangements within accommodation, including night-time routines and clear rules for student free time.

20.4 Public Health

- The Leader and/or Trips and Visits Manager (TVM) must check destination and re-entry public health requirements in advance and ensure that the Head of School (HOS) and parents are informed. Parents are responsible for additional costs incurred due to public health measures, such as testing, quarantine, or altered travel arrangements.

20.5 Ministry of Foreign Affairs

- Before departure, the Trip Leader must consult the Ministry of Foreign Affairs (MFA) guidance for the destination, including safety and security updates, entry requirements, travel warnings, and health advisories.

21 Exchange Visits and Homestays

21.1 Where the School arranges a Homestay, host families must be subject to appropriate suitability checks, and records must be maintained.

21.2 The School will liaise with partner schools or providers abroad to confirm a shared understanding of Homestay arrangements and safeguarding expectations.

21.3 Parents will be informed in advance of the agreed Homestay arrangements.

21.4 Students and Parents will be provided with emergency contact details, including who to contact if the student feels uncomfortable or unsafe.

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22 First Aid, Medical and Wellbeing

22.1 The Trip Leader must ensure that all trips comply with the School's First Aid and Medication Policy and that adequate medical and first aid provision is in place.

22.2 Medical Information and Planning

- Medical forms must be collected in advance for all overseas trips and reviewed with the Health Centre to identify student needs, allergies, and care plans. For day trips, staff will rely on the current medical information available on iSAMS.
- Leaders must liaise with the Health Centre and Pastoral teams to integrate medical, mental health, and wellbeing considerations into planning.
- The need for a school nurse will be determined through risk assessment in consultation with the Health Centre.

22.3 Medication Management

- Parental consent is required for administering medicines. In a medical emergency—or where seeking consent would cause unsafe delay—staff will act in loco parentis, prioritising the student's welfare and authorising first aid and/or urgent treatment on clinical advice. Parents/guardians will be informed at the earliest safe opportunity, and all actions and contact attempts will be documented.
- Parents must supply medicines in their original packaging. Medicines must be stored securely, administered appropriately, and records must be maintained.

22.4 First Aid Provision

- A suitably stocked first aid kit must accompany every trip, and first aiders must be trained in its contents.
- At least one qualified First Aid-trained staff member will accompany every trip, with additional cover provided for larger groups or higher-risk activities. For year group Residential Trips up to and including Year 9, a qualified nurse will accompany the trip unless otherwise agreed with the Head of School.
- Staff must know who the designated First Aider is and how to access them.

22.5 Wellbeing

- Trip Leaders and staff must remain alert to students' mental health and wellbeing during trips.
- Any concerns must be reported and managed in accordance with safeguarding procedures.

23 Mobile Phones and Students' Property

23.1 Mobile phone use by students may be restricted during trips for safety, safeguarding, or educational reasons. Any restrictions must be confirmed during the planning process, align with School rules (School Trip Rules regarding Mobile Phone Use and Devices, [Appendix 3](#)), and be communicated clearly to parents and students in advance.

23.2 The Trip Leader and at least one other Accompanying Adult must carry a fully charged mobile phone at all times. Contact numbers must be provided to the designated Emergency Contact at the School, and parents must be given appropriate details for emergency use.

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- 23.3 Students are responsible for their personal property. The School does not accept liability for the loss, theft, or damage of personal belongings, including mobile phones.

24 Emergencies

- 24.1 The Trip Leader must be fully familiar with the School's Crisis Management Plan and ensure that all group members are briefed on the actions to take in the event of an emergency. Responsibility passes to the Assistant Leader or an Accompanying Adult if the Leader is incapacitated.

24.2 General Principles

- Immediate action must be taken to safeguard students and stabilise the situation.
- Local emergency services must be contacted without delay, and casualties provided with appropriate support.

- 24.2.1 The School's designated Emergency Contact must be informed as soon as practicable, and their instructions followed.

- 24.2.2 For overseas trips, the School's appointed medical and security support provider (ISOS) must also be consulted.

- Parents must be notified of accidents, injuries, or medical treatment as soon as practical.

24.3 Missing Student

- The School's Missing Student Protocol must be followed, which includes an immediate search, maintaining supervision of the group, escalating to local authorities, and notifying the School's Emergency Contact.
- Parents must be informed promptly once escalation has occurred.

24.4 Evacuation and Repatriation

- Where group safety is at risk (e.g., natural disaster, political unrest, civil disturbance), Leaders must follow the School's evacuation and repatriation procedures, in consultation with the Emergency Contact and the School's appointed support provider.

24.5 Communications

- No member of staff, student, or Accompanying Adult may make statements to the press or admit liability. They must not post or share trip-related information, images, or commentary on social media or messaging platforms, especially regarding any incident. All external communications will be handled by the Head of School and the Communications Department.
- In cases of theft or loss where a claim may be brought, local police must be informed.

24.6 Incidents Involving the Police or Legal Authorities Overseas

- If a student is detained, questioned, or otherwise involved with police or legal authorities while overseas, the following steps will apply:
 - The Trip Leader will ensure that a responsible staff member is present with the student at all times, prioritising their welfare and safeguarding.
 - The Trip Leader will immediately inform the School's senior leadership team and follow the School's Critical Incident Plan.
 - The local British Embassy, High Commission, or Consulate (or relevant Embassy for the student's nationality) will be contacted for advice and assistance.

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- Parents/guardians will be informed at the earliest appropriate opportunity. The School will manage communication to ensure accuracy and consistency.
- The School will cooperate with local authorities, recognising that local laws and procedures take precedence.
- A full report will be completed and shared with the School once the incident is resolved.

25 Training

25.1 The School provides training to ensure that staff and Accompanying Adults understand their responsibilities under this Policy and have the knowledge and skills required to carry out their roles.

25.2 Trip Leader Training

- Trip Leader Training is mandatory for all Leaders and is delivered by the Trips and Visits Department.
- Training covers safety, safeguarding, planning, supervision, and student wellbeing.
- Competence must be demonstrated before appointment as a Trip Leader.
- All training is logged, and the School maintains records.

26 Standard Operating Procedures (SOPs)

26.1 The School maintains comprehensive Standard Operating Procedures (SOPs) to ensure consistency and safety across all trips. SOPs set out required protocols for safety, safeguarding, medical arrangements, logistics, and supervision.

26.2 SOPs are issued to all staff participating in trips, and compliance is mandatory.

27 Record Keeping and Data Protection

27.1 All records created under this Policy must be managed in line with the School's policies on record retention and destruction.

27.2 Trip records may include personal data. The School's use of such data will comply with applicable data protection laws and the School's Data Protection Policy.

27.3 Staff must handle personal data securely and in accordance with the School's data protection procedures.

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28 Monitoring, Evaluation and Review

28.1 The School is committed to continuous improvement in the planning and delivery of trips. Monitoring and review processes ensure accountability, learning, and the maintenance of high standards.

28.2 Trip Reports and Feedback

- Following the trip, Leaders must provide an evaluation to the TVM to inform future planning and best practices. This will include an in-person debrief and completion of a trip review survey. For whole-year residential trips, the form may also be sent to parents, staff, and students.
- Student and parent feedback may be collected where appropriate and used to inform future planning.
- Feedback will be collated to identify strengths, recurring challenges, and opportunities for improvement.

28.3 Incidents and Debriefs

- All incidents, near-misses, or safeguarding concerns must be recorded and reviewed in line with the School's reporting procedures.
- Lessons learned will be incorporated by the Trips & Visits Manager into updated risk assessments, training, and procedures to enhance overall safety and security.

28.4 Policy Review

- This Policy will be reviewed every two years by the Trips and Visits Department in consultation with Senior Leadership.
- Reviews will consider regulatory updates, guidance, incident reports, and feedback.
- Revisions will be approved through governance processes and communicated to staff.

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Appendix 1: Compliance and Governance Enhancements

The following provisions strengthen the School's Trips Policy in the areas of governance, staff competence, procurement, sustainability, wellbeing, and compliance.

1. Governance and Oversight

- The Trips and Visits Department will provide regular summaries of all trips, including incidents and compliance checks, to the relevant Schools' Leadership team and the Board of Governors.
- Periodic external reviews of trip procedures will be commissioned to benchmark against best practice.
- Serious incidents will be escalated to the Board of Governors with a formal report.

2. Staff Competence and Suitability

- All Accompanying Adults, including volunteers, must meet the School's safer recruitment standards.
- Trip Leaders must complete initial and refresher training, with enhanced training for residential, overseas, or adventure-based trips.
- The School will maintain up-to-date records of staff competence and training.

3. Finance and Procurement

- All travel bookings must be made through approved School agents or providers unless authorised otherwise by Senior Leadership.
- Contracts with external providers must include clear terms on cancellation, refunds, and credits.

4. Sustainability

- The School recognises that not all trips can be planned to minimise environmental impact. To mitigate this, the School requires that all overseas travel be offset through an approved carbon offsetting scheme budgeted in advance of the trip.
- Where appropriate, trips will include opportunities for students to learn about sustainability and cultural respect.

5. Health, Wellbeing, and Inclusion

- Leaders must monitor student wellbeing during trips and escalate concerns as appropriate.
- Itineraries must factor in rest and adjustment periods where overnight or long-haul travel is involved.
- The School may provide support to enable equitable access to trips where financial hardship would otherwise prevent participation.

6. Legal and Regulatory Compliance

- All trips must comply with relevant Singaporean requirements, including Ministry of Education (MOE) guidelines, as well as the laws and regulations of the destination country.
- Leaders must familiarise themselves with the key laws, customs, and cultural expectations of the destination.

7. Insurance and Liability

- The Trips and Visits Manager will confirm appropriate insurance cover for all trips, including liability, medical, cancellation, and other relevant risks.

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- Parents will be informed in advance of any exclusions or limitations in cover.

8. Emergency Planning and Post-Incident Support

- A Critical Incident Checklist will accompany all trips.
- Following any significant incident, the School will provide appropriate post-incident support, including debriefing and welfare measures for staff and students.
- Lessons learned will be documented and reviewed at the Senior Leadership level, with outcomes shared across the School.

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Appendix 2: Compliance and Governance Enhancements

Purpose:

This checklist provides step-by-step guidance for staff in the event of a major incident on a Trip. It supplements the School's Critical Incident Plan.

1. Immediate Response

- Stay calm and take control.
- Move the group away from danger if safe to do so.
- Provide first aid and call emergency services (police/ambulance/fire).
- Ensure casualties are supported; maintain supervision of the group.
- Conduct a headcount and account for all students and staff.

2. Contact & Communication

- Call the School's Emergency Contact / Duty Manager immediately. Provide:
- Trip name, location, date/time.
- Number of students/staff affected.
- Nature of incident.
- Actions already taken and support required.
- For overseas trips, also contact ISOS (medical/security support).
- Do not speak to the media or post on social media - direct all enquiries to the School.

3. Student Safety & Welfare

- Keep unaffected students safe, supervised, and reassured.
- Watch for signs of shock or distress; assign staff support if needed.

4. Missing Student

- Conduct an immediate search and headcount.
- If not located promptly, notify local authorities and the School's Emergency Contact.
- Continue supervising the rest of the group.

5. Escalation & Support

- Follow instructions from the Emergency Contact and the relevant School's leadership team.
- Cooperate with emergency services, ISOS, and local authorities.
- Keep a written log of key actions, times, and contacts.

6. Communication with Parents

- Parents will be contacted by the School, not by Trip staff (unless instructed).
- If unavoidable, provide factual information only.

7. Recovery & Repatriation

- Follow guidance from the School and ISOS for evacuation or early return.
- Keep passports, documents, and medical records secure.
- Maintain supervision and discipline throughout.

8. Post-Incident

- Submit a written report to the Trips and Visits Manager as soon as practicable.
- Attend a formal debrief with the relevant Schools leadership team /Trips and Visits Department.
- Ensure follow-up support for student and staff wellbeing.

9. Remember

- Safety first.
- Stay calm and follow the chain of communication.
- Record everything.

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Appendix 3: School Trip Rules regarding Mobile Phone Use and Devices

1. Infant School

- Infant School: No phones, smartwatches (with camera/cellular), tablets, laptops or tracking devices like AirTags.

2. Junior School

- Junior School: No mobile phones, smartwatches (with camera/cellular), tablets, laptops or tracking devices like AirTags.

3. Middle School

- Middle School Year Group Residential: No mobile phones, smartwatches (with camera/cellular), or tracking devices like AirTags.
- Middle School Sports, Performing Arts, Subject, Holiday (i.e., Skiing) trips: Students can take phones, and it will be at the teacher's discretion if they are used during the day. Phones will be taken from students in the evening and held by the members of staff to ensure that students are not disturbed when they should be sleeping.
- Students will not be able to take tablets or laptops on any school trips.

4. Upper School

- Upper School Year Group Residential: The trip leader will decide on whether phones are allowed based on the nature of the trip. For trips where phones are necessary, such as homestays, students will be allowed to take them. For other residential trips, students should not take phones unless permitted in advance. Where phones are permitted, their use during the day will be at the teacher's discretion. Phones will be taken from students in the evening and held by the members of staff to ensure that students are not disturbed when they should be sleeping.
- Upper School Sports, Performing Arts, Subject, Holiday (i.e., Skiing) trips: Students can take phones, and it will be at the teacher's discretion if they are used during the day. Phones will be taken from students in the evening and held by the members of staff to ensure that students are not disturbed when they should be sleeping.
- The need for tablets/laptops for schoolwork will be determined by the trip leader in conjunction with the Head of Year and the Head of Upper School.

5. Sixth Form

- Phones may be brought on all school trips, but use is restricted to enhance social interaction and engagement within the group. Staff have the right to temporarily remove phones if students cannot moderate their use or if it impacts their or other students' wellbeing/safety.
- The need for tablets/laptops for schoolwork will be determined by the trip leader in conjunction with the Head of Year and Head of Sixth Form.

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Appendix 4: Adventurous Activities

- For the purposes of this Policy, Adventurous Activities involve greater risk than everyday experiences and therefore require specific planning, competence, and oversight. The following list provides examples, but is not exhaustive:
 - **Winter sports:** Skiing, snowboarding
 - **Water-based activities:** scuba diving (up to 30m with licensed guide), snorkelling, white-water rafting (up to grade 4 with licensed guide), canoeing/kayaking (up to grade 4 with licensed guide), sailing/yachting (within limits of coastal/inland waters, leisure only), wakeboarding, paddleboarding, dragon boating
 - **Climbing and caving:** indoor or outdoor rock climbing (with licensed operator and certified guide), abseiling, caving, via ferrata
 - **Trekking and mountaineering:** trekking (up to 4,000m with licensed guide), mountaineering, hill walking in remote or exposed terrain
 - **Other activities:** high ropes courses, zip-lining, mountain biking on technical terrain, and similar activities requiring specialised equipment or supervision
- Notes:
 - An activity may be deemed adventurous not only because of its nature, but also because of the environment in which it takes place (e.g., extreme weather, steep or exposed terrain, open water, remote locations, or politically/economically unstable regions).
 - Any activity requiring the use of personal protective equipment (PPE), such as helmets, harnesses, buoyancy aids, or specialist footwear, will normally fall into this category.
 - This list is illustrative. The Trips and Visits Manager (TVM) and Head of Outdoor Education (OE) will determine whether an activity is to be treated as adventurous where not explicitly listed.

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Appendix 5: Swimming Supervision Checklist

- This must be followed whenever students take part in swimming activities on trips. It applies to swimming pools and, where permitted, controlled open-water environments.
- **Before the Activity**
 - Confirm that a qualified lifeguard is on duty and remains on duty throughout the session.
 - Ensure minimum staffing ratios are met (see policy).
 - Assign one staff member as the poolside "spotter" (not the Trip Leader).
 - Check student swimming competence and group students by ability (e.g., non-swimmers, weak swimmers, competent swimmers).
 - Agree on swimming boundaries, depth limits, and no-go areas with the lifeguard or provider.
 - Review emergency procedures with staff and the lifeguard (signals, rescue points, and first aid location).
 - Brief students clearly on the rules:
 - Enter the water only when permitted.
 - No running, pushing, or unsafe play;
 - Remain within designated boundaries;
 - Stop and exit immediately on signal.
- **During the Activity**
 - Maintain continuous active supervision from the poolside; supervising staff must not enter the water.
 - Conduct regular headcounts (on entry, during, and on exit).
 - Keep non-swimmers and weak swimmers within shallow water and under close supervision.
 - Ensure students remain in their ability groups and designated zones.
 - Monitor for signs of fatigue, cold, or distress.
 - Maintain clear communication between staff and the lifeguard/provider at all times.
- **After the Activity**
 - Confirm all students are accounted for and have safely exited the water.
 - Allow sufficient time for drying, changing, and hydration.
 - Record any incidents, near misses, or medical concerns.
 - Review the activity with staff and note any adjustments needed for future practice.
- **Key Safeguarding Requirements**
 - A lifeguard on duty is mandatory but does not replace active school staff supervision.
 - At least one staff member must always be prepared to enter the water immediately in support of the lifeguard if required.
 - Open-water swimming is not permitted for EYFS or Infant students.

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Appendix 6: Water-Based Adventurous Activities Checklist

- This checklist must be followed for all water-based adventurous activities on trips, including but not limited to kayaking, canoeing, rafting, sailing, paddleboarding, dragon boating, and similar activities.
- **Before the Activity**
 - Confirm that the activity is delivered by a licensed provider with appropriately qualified instructors. *or by Tanglin staff who are qualified and authorised to lead;*
 - Ensure minimum staffing ratios are met (see policy).
 - Verify that all personal protective equipment (PPE) (e.g., buoyancy aids, helmets, wetsuits, footwear) is fitted correctly and in good condition.
 - Review the provider's risk assessment and confirm it is appropriate for the group and environment.
 - Assess student swimming ability and identify non-swimmers or weaker swimmers; agree on adapted supervision and limits with the provider.
 - Brief students clearly on:
 - activity boundaries and no-go areas;
 - emergency signals and procedures;
 - Expectations for behaviour, listening to instructions, and teamwork.
- **During the Activity**
 - Ensure continuous active supervision by both provider staff and school staff. School staff remain in loco parentis and are responsible for the welfare of students.
 - Maintain regular headcounts and monitor group positioning on the water.
 - Ensure students wear PPE correctly at all times.
 - School staff must be positioned to observe and intervene if required, rather than being solely reliant on the provider.
 - Monitor for signs of fatigue, cold, seasickness, or distress.
 - Maintain effective communication between provider staff and school staff throughout the activity.
- **After the Activity**
 - Confirm all students are accounted for and have exited the water safely.
 - Allow sufficient time for drying, changing, and hydration.
 - Check for and record any incidents, near misses, or equipment concerns.
 - Review the activity with staff and provider to identify improvements for future practice.
- **Key Safeguarding Requirements**
 - All students must wear buoyancy aids and other PPE as directed by the provider.
 - Non-swimmers must not participate unless risks are specifically assessed and mitigated.
 - At least one school staff member must remain shore- or bank-based (not in a craft) to act as a designated observer and communication point.
 - Open-water activities are subject to weather, current, and environmental conditions; Leaders must be prepared to cancel or modify activities if risks become unacceptable.

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