



A Progressive Training Model spanning accompanying, shadowing, check-pointing, remote supervision and use of Tracker *Revised Aug 17*

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Introduction

Irrespective of the distance for which a team is entered, their training requires pattern and purpose. Both Teignbridge and Gordano Scouts use similar models that are likely to be akin to those used by many experienced Team Managers. Both the Teignbridge and Gordano trainers hold the requisite Scout Association permits which authorise remote supervision - the former's permits are derived from MT-E Mountain Leader or Hill and Moorland Leader Awards and the latter's mainly from Scout Association in-house training and assessment.

Indoor and outdoor elements are delivered concurrently in both models; both are progressive with respect to terrain, pace/distance, tuition and proximity of support. We seek to:

- Deliver a comprehensive indoor training programme, which informs and underpins the practical outdoor training
- Provide a full hill walking programme, starting with initial walking training in less challenging country before moving on to more demanding upland terrain such as Dartmoor
- Build stamina by increasing distance and pace incrementally over successive training walks

For 35 mile and/or inexperienced 45 or 55 mile teams:

- Initially trainers accompany, providing close support, tuition and guidance, helping the team to implement the knowledge already acquired.
- As trainers' confidence in their teams' developing skills grows, increasingly falling back from the team, eventually moving to a shadowing role. The transition from accompanying to 'shadowing' must be flexible; trainers must be able to close up rapidly with teams if the weather worsens or if a team is struggling.
- As the teams start to demonstrate their potential for independent travel in upland terrain and acquire the confidence necessary for the Challenge, remote supervision via check pointing is introduced, starting to mimic the Challenge, but initially with shorter legs between the checkpoints.
- Trainers share the team's camp site whether on a farm or wild camping, providing supervision and helping to develop good camp craft skills.
- Teams' rate of progress through the accompanied, shadowing, remote supervision model tends to reflect their skills and stamina prior to training commencement.
- Training route cards initially offer short legs and full information; progressively as teams' skills develop, the legs lengthen and participants are required to plan more and more of their route. The trainers remain responsible for checking the accuracy of the walkers' route cards throughout.

For 45 mile and 55 mile teams comprising experienced Ten Tors participants:

- Supervision is via check-pointing and, as training progresses, the distance between checkpoints is increased incrementally with the final training walks reflecting checkpoint intervals of typical 45 or 55 mile Challenge routes.
- Whilst the trainers share team camp sites initially to assess continuing camp craft best practice, as confidence is confirmed, the teams' independent wild camping is monitored at pre-assigned camp locations.
- Night navigation skills and night time hill walking experience are developed.

Accompanying and shadowing, check-pointing and remote supervision

Our practice is based on an integrated model of team supervision which encompasses a range of team ability from novice 35 milers through to experienced 45 mile walkers and highly capable 55 mile participants.

It is based on progressive phases of supervision, with each overlapping the preceding phase, dependent on the conditions and the team's performance and/or needs. Where multiple teams are being managed – in a Ten Tors training consortium – an integrated approach is desirable with a planned matrix of contact and support providing back-up for the accompanied/ shadowed teams and their trainers, as well as face to face support for the teams that are being check pointed.

Throughout trainers should work in pairs wherever possible, especially during shadowing, remote oversight and check pointing to mitigate risks associated with lone walking in wild country. Tracking devices provide an additional layer of remote supervision but do not replace the necessity for face to face support and the capacity for rapid trainer intervention, when required.

Our model seeks to deliver the required duty of care whilst enabling teams to bond and develop the required skills, stamina and resilience. This enables the Team Manager to certify the team's competence with confidence knowing that the team meets the qualifying requirements and is ready for their Ten Tors Challenge.

Training content

- The skills covered, some in greater depth - others less intensively, in the classroom and off the hill are listed below. All are included in the practice expeditions.
- **Hill walking skills:**
 - Leadership
 - Team work and inclusive team care
 - Risk assessment and the mitigation thereof
 - Navigation using the Military and OS 1:25,000 map and 1:50,000 maps in foul weather and/or thick mist. [including night navigation for 45m and 55m teams].
 - Awareness of RBNA boundaries and avoidance – permissive Oke Tor access.
 - Access awareness – private land, public access, prohibitions and/or permissive access opportunities which are Ten Tors training and/or Challenge specific – **check the Ten Tors Annex B mini-maps**
 - Route selection
 - Road walking safety - Challenge only public highway restrictions per TT Rules Annex B

- *Pace and time management*
- *Risk appreciation/problem solving*
- *Weather implications*
- *Safe water crossing – Challenge-only contingency plans per Annex A – [NB the Annex offers details of safer river crossings, of value to teams with limited Dartmoor familiarity. **Compliance is required via use of the named river crossings on the Challenge, as the River State will always be at least AMBER given that some 400 teams will be undertaking multiple river crossings during the weekend]***
- *Escape routes*
- *Emergency procedures*
- *Basic hill walking health and safety practice*

- **Camp craft:**
 - *Site selection*
 - *On the Challenge – for 45m/55m teams camping - at least 1km from any SC or CP*
 - *Tent pitching*
 - *Good organisation*
 - *Food and menu choice*
 - *Safe stove use including refuelling*
 - *Cooking*
 - *Sanitation/hygiene*

- **Nutrition:**
 - *Keeping hydrated*
 - *Dietary choices*
 - *Little and often*

- **Ten Tors:**
 - *Training and Challenge rules incl the Ten Tors Code – both the spirit and letter thereof*
 - *Time constraints – night stop/crash times*

- **Environmental appreciation:**
 - *Landscape*
 - *Usage through the ages*
 - *Cultural heritage & ecology*

- **First Aid:**
 - *Hypothermia and hyperthermia*
 - *Dehydration*
 - *Exhaustion*
 - *Foot care*
 - *Sprains*
 - *Team members' personal medical issues*
 - *Monitoring one another*

- **Fitness:**
 - *Stamina*

- *Load carrying*
- *Pace maintenance*
- *Steady breathing up & down hill rather than uniform pace*
- **Kit:**
 - *Use of clothing – layering*
 - *Required kit*
 - *Selecting the right kit*
 - *Rucksack packing*
 - *Kit care*

Team supervision and management

The maintenance and encouragement of parental/carer support is critical to participants' success throughout the four phases listed below. Some may focus more on their child's success, others may have an interest in hillwalking and want to offer to help.

Accompanying: - applicable to 35 mile and/or inexperienced teams

- Walking continuously with the team but only taking over the leadership role when it is absolutely necessary. Being ready to intervene immediately if anything unsafe is happening or contemplated.
- Providing immediate tuition, guidance, and supporting the implementation of the skills learned indoors.
- Not only navigation, but also detailed route finding through challenge ground
- Encouraging team members to try different roles – leadership and navigation especially.
- Listening to the team members – acknowledging their concerns and anxieties and talking the issues through with them.
- Helping the team to get the best out of their kit and how to adjust it to fit them.
- 'Talking the walk' - sharing your knowledge and awareness of the landscape through which you're walking – usage, ecology and history; reflect on how the team's handled the walk so far and how they're planning to walk the rest of the route.
- Helping the participants to bond as a team by being beside rather than within the team; coaching, not interfering.
- Ensuring the team benefits from different trainers so that they can experience various training styles during training sessions. Using several qualified trainers will also provide a more balanced assessment of each walker's strengths and weaknesses.
- Helping the team make their own decisions - give them safe problem-solving space in which to devise their own solutions; offer consultancy if requested.
- Although initially it's more about acquiring and implementing the required basic skills, in practice distance and pace both need to increase incrementally with each walk.
- If the weather worsens or a team member is experiencing problems, support the team in addressing the issues but being ready to take control to ensure everyone's safety.
- Relay team progress to your training event control via radio or mobile phone; wherever possible use the latter if any confidential matters are to be discussed

Shadowing: - applicable to 35 mile and/or inexperienced teams, when ready to start moving beyond the accompanying phase:

- Essentially the next step beyond accompanying as you're now fairly happy about the team's approach to the task and leadership/navigational skills are emerging.
- Instead of walking in the team's immediate proximity, walk intermittently with the team and increasingly drop back or off to one side, maybe 1 to 200m initially and with time 4 or 500m in suitable terrain and visibility. As far as possible, don't let the team out of your sight but from time to time try to ensure that they can't always see you as they need to become progressively less reliant on your input.
- Increasingly you'll be expecting the team, and the putative team leader, to make decisions and periodically check out their intentions with you.
- Pace and distance covered are increasingly important as the team starts to gain confidence.
- If the weather breaks or it gets misty, close in and maintain visual contact with the team. Be on hand at stream/ river crossings and be ready to intervene if the team appears to be contemplating anything unsafe.
- Relay team progress to your training event control via radio or mobile phone; as far as possible, use the latter if confidentiality is required.

Check pointing: applicable to 35 mile and inexperienced teams, which have already completed the accompanying and shadowing phases, and also to experienced 45/55 mile teams.

- Pre-locate trainers at checkpoints identified by grid reference and description. Intermittent contact becomes infrequent contact, perhaps every hour or so initially, gradually extending to every two or three hours. When planning checkpoints, consider:
 - Where escape route decisions might need to be made in deteriorating conditions
 - Keeping checkpoints similar distances apart – closer initially and latterly at similar spacing to the Challenge.
 - Minimising any temptation for the teams to take short cuts
 - Ease of casualty extraction
 - Building in the time required to insert and extract check pointers.
 - The check pointers' need for shelter whilst waiting for teams – provide a tent or two man bothy bag.
- Make the actual checkpoints at the specified locations easy to find – especially on large, dispersed tors such as Great Mis Tor; agree the location wherever possible so that teams don't have to waste time searching for you – perhaps in the mist or driving rain.
- Observe the team's progress and demeanour as they walk towards you – what does it tell you about collective/ individual morale, hypothermia, dehydration, cohesiveness, leadership, health issues or tiredness? Deal with any issues that you identify – be prepared to intervene where you judge necessary – for example, failure to walk together.
- Welcome on arrival and congratulate; get team out of wind and/or rain as far as possible. Consider getting team to deploy their bothy bag if necessary. Encourage eating and drinking.

- Chat with the team and check informally how the individual team members are feeling.
- Check that the team knows where it's going next and the navigator's intentions; affirm the planned route – question if you are concerned. Check that any Rare Bird Nesting Areas en route to the next checkpoint will be avoided.
- Within the check pointing model, use of a tracking device offers a useful back-up, providing team location information between checkpoints.
- Relay team progress to your training event control via radio or mobile phone; use the latter if any confidential matters are to be discussed.

Remote supervision – coordinating the management of training multiple teams:

- Managing a consortium with 35, 45 and 55 miles training teams every training weekend requires a monitoring system to plot actual against estimated times of arrival at each checkpoint. The progress of your teams can be plotted via feedback from any trainers with teams as well as those who are check pointing– see tracking device comments below.
- The 'leader in charge' Training Event Leader has the primary responsibility for responding to any problems as they arise during training, co-ordinating support as necessary and providing liaison in any emergency. A 'home contact' ['InTouch' in Scout parlance] provides connection with the Establishment and the participants' parents/carers.
- Monitoring provides good awareness of the approximate location of each team and offers the opportunity to assess any stresses that are developing in the training plan, unforeseen problems arising and formulating and/or coordinating any required responses.
- Pre-plan the actions you require of teams if they fail to locate a checkpoint or are overdue.

Incorporating tracking devices into remote training - The Team Managers' duty of care necessitates face to face contact via accompanying; shadowing or check pointing. Tracking devices have the potential to enhance Team Managers' remote oversight but should not be used as the sole means of monitoring team progress. High quality satellite-based trackers with long life batteries, similar to those deployed first deployed for Ten Tors 2014, offer a high level of accuracy and reliability but are likely to utilise a mobile phone network to convey location information when deployed on small scale exercises such as Ten Tors training.

Tracking devices can support remote team management by:

- Plotting a team's progress in real time in between the radio/mobile phone links between the trainers and your training event control.
- Providing an emergency locator (if in signal for mobile phone-based systems) in a critical incident or where a team is unable to contact its trainers and needs help urgently. However the action to be taken when out of signal or with a discharged battery must be taught.
- Prompting intervention by the Training Event Leader and field staff monitoring a team's progress if the team's trace deviates significantly from the planned training route without prior notice.
- Although a tracking device can provide all of the above location-related data, it cannot relay information about the team's morale or any difficulties being

experienced by any team member or consideration of a planned change of route. Whilst difficulties may be inferred from changes of pace or stops, such issues require direct interaction with the team either via a mobile phone or preferably face to face.

After thought

Whilst our model works well for us, it is not offered as 'best practice', although many able Ten Tors training operations will be underpinned by somewhat similar sets of assumptions and activities. The model enables our respective training teams to make sure that our trainees meet the Ten Tors qualifying requirements.

Please feel free to adapt and adopt any of the ideas and methods in devising a Ten Tors training operation that works well for you, your organisation, training team and participants.