



# Course Director Training 2024

- Session 1 – What is Course Directing?
- Session 2 – Applied Ethos
- Session 3 – Beating Energy Vampires
- Session 4 – Inclusivity
- Session 5 – The Modern DofE Award
- Session 6 – Supporting and developing new instructors
- Session 7 – Incident Management

# Housekeeping

- PowerPoint to Action ratio – Improves as the day goes on!
- Comfort Breaks
- Approach
- What time do I next get to eat?

# What is Course Directing?



Course Director/Lead  
Instructor



Who is relying on you and  
what do they want from  
you?



The course director  
checklist



Information Flow

Pre Course  
Briefings  
Mid Course  
Debriefs  
Reports

# What does a Course Director and Lead Instructor do?



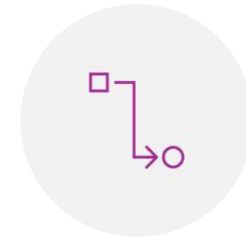
STAFF ONLY DOFE  
LEAD INSTRUCTOR OF 2  
INSTRUCTORS



MULTI ACTIVITY  
COURSE DIRECTOR

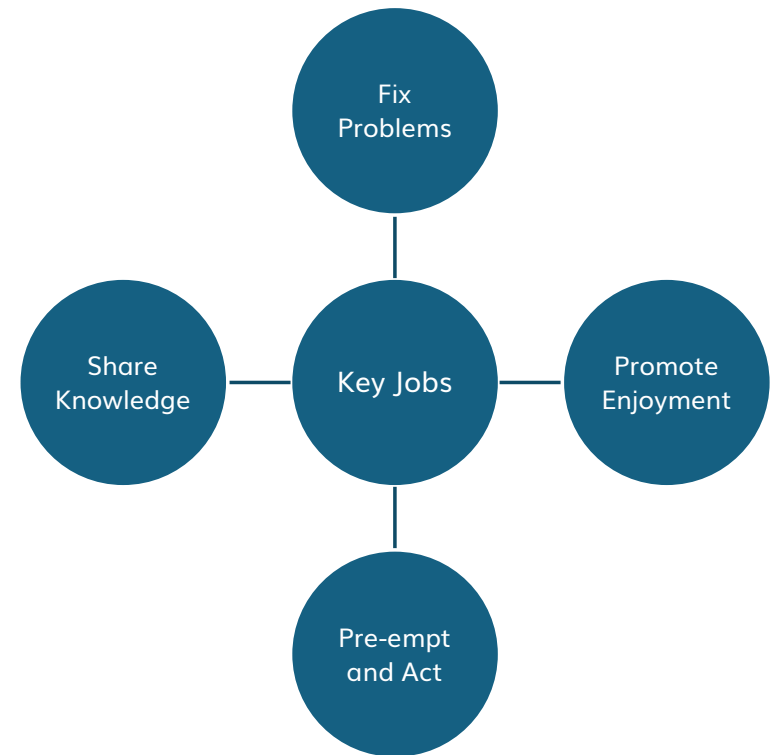
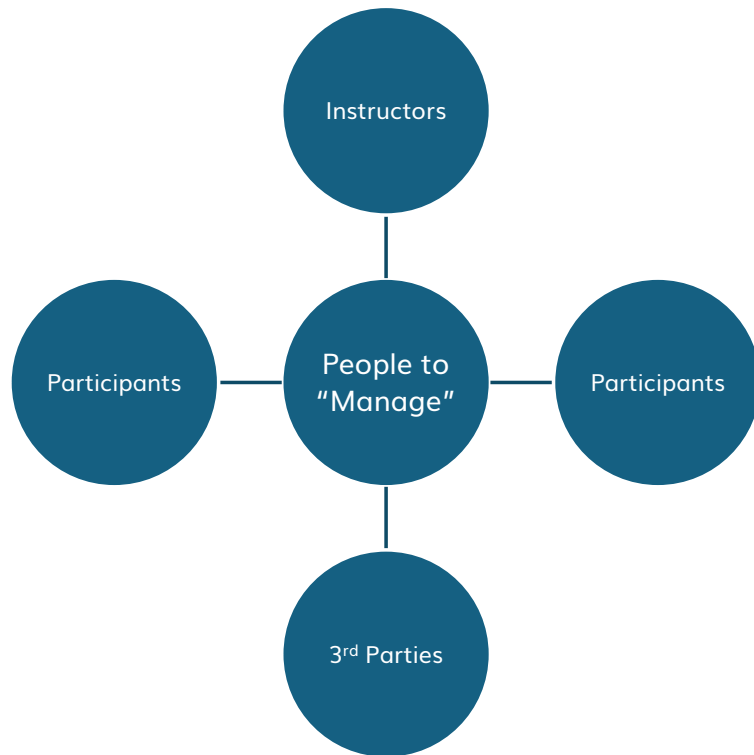


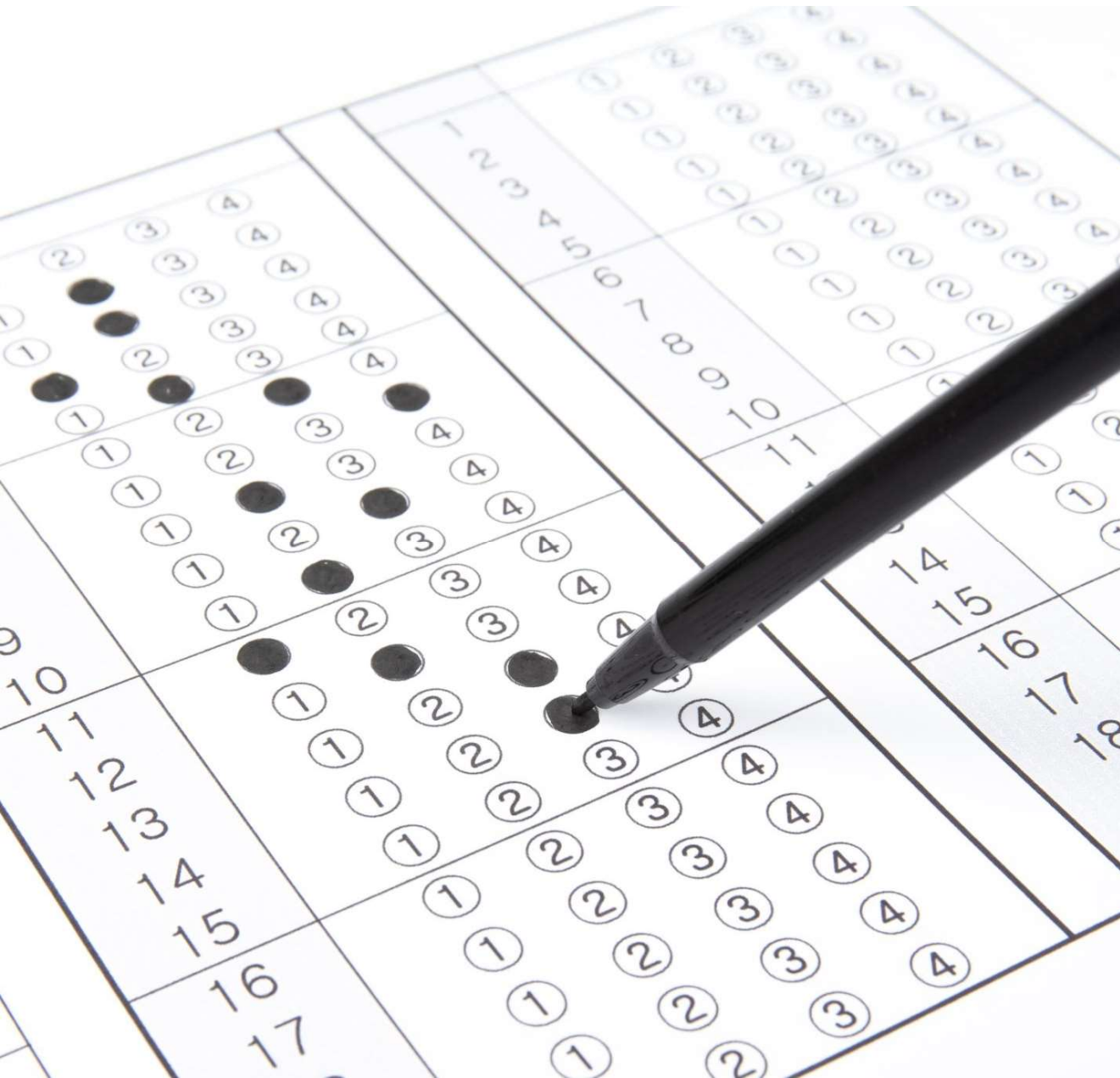
DOFE PACKAGE  
COURSE DIRECTOR



ONSITE TEAM DEVELOPMENT

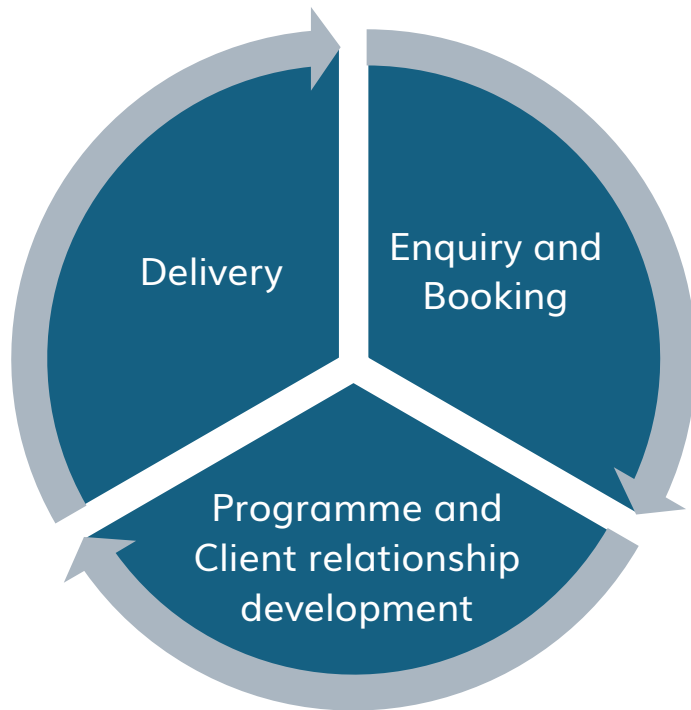
# Who is relying on you and what do they want?



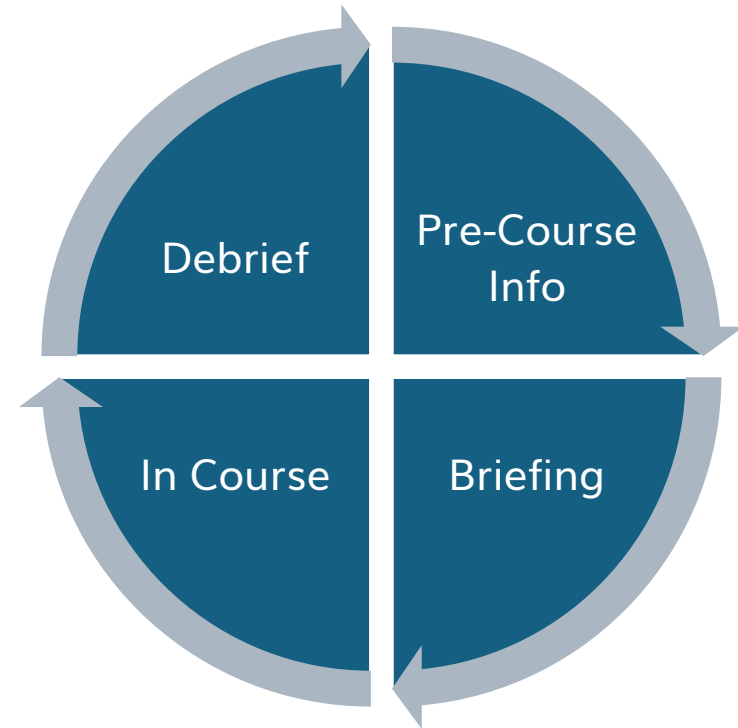


# Course Director Checklist

# Information Flow



**"Sales"**



**"Delivery"**



**New Mills School**  
**Bronze DofE Training and Practice Expedition**  
**Thursday 30<sup>th</sup> and Friday 31<sup>st</sup> March 2023**  
**Course Reference – NMS00B 2223**

**Expedition Summary**

- 14 participants in 2 teams
- The No Limits team will meet for a pre-expedition briefing at: 0800am at New Mills School, Church Lane, New Mills, High Peak SK22 4NP
- Students aim to arrive at school: 0900am
- The lead teacher for the expedition is: Tim Williams 07885287591
- The Lead Instructor for the expedition is: Neil Waterhouse

**Expedition Preparation**

We ask that the lead teacher has copies of consent forms for all participants and shares a summary of any information given by parents on these forms (allergies, injuries additional needs etc), ideally in a printed format that can be handed out to all instructors.

**Routes and Itinerary**

A summary of student training can be found in the training matrix at the following link: There has been no training by the school before this day. Tim has been sent the DofE Preparation Guide to pass onto the students if he so wishes.

**Itinerary Summary** – Each instructor will work with 1 team whom they will mentor and supervise in a way that suits the team's ability and confidence.

[Click here for full programme itinerary](#)

[Route for the practice expedition on Day 2](#)

**Team Kit**

We will be sending a group kit for each team that they can train with and use as instructors see fit over the 2 days.

**Tim** - Please make sure the students have access to Sharpie pens and alcohol wipes to be used on the maps for planning their route.



**Tim** - Please print 3 x Blank Route cards per team (plus spares) found on the link [below](#)  
[MASTER DofE Route Card-1.docx \(live.com\)](#)

**Expedition Support**

**New Mills school** are providing the support vehicle for this expedition to be used in an emergency and to accommodate students' needs where required.

All expeditions are supported 24/7 by a duty manager. They can be contacted in the case of not just an emergency, but in instances where further guidance or support would prove [helpful](#)

The No Limits Duty Manager throughout your expedition will be -  
**Matthew Simmon 07736 518427 and Tony Ward 07795 157326**

**No Limits Staff Team**

A Lead Instructor will be appointed to your Expedition and will manage the instructors, safety, and logistics. This person will ~~make~~ **contact with** you the week prior to the expedition to make sure everything is still as planned.

Role	Name	Contact Number	Teams
Lead Instructor	Neil Waterhouse	07813913322	1
Instructor 1	Adrian Fuller	07973754763	2

All No Limits staff are recruited in line with our Safer Recruitment policy, have an Enhanced DBS, as well as appropriate technical qualifications and first aid training for the expedition. [Click here to view our policy.](#)

**Additional Notes**

- Students will be in school until 4.30pm on Thursday if required to get through the full training matrix.
- Students will walk with day rucksacks on Friday with a packed lunch.
- The kit will be dropped off by Davina, picked up by Paul (Unless one of the local instructors wants to drop it back to our stores 📦)







**Bronze Training Matrix** New Mills School 2024

The following shows how all the elements of the training will be delivered in preparation for the qualifying expedition. The topics below will be delivered at a level appropriate to the expedition environment and in line with the DofE Training Syllabus, which can be found at <https://www.dofe.org/resource-zone/dofe-managers/training/>

Training Topic	Training Opportunity	Trainer	Notes
First aid and emergency procedures	Expedition Training and Practice	NLD Instructor	
An awareness of risk and health and safety issues	Expedition Training and Practice	NLD Instructor	
Navigation and route planning for practice expedition - Preparatory map skills	Expedition Training and Practice	NLD Instructor	
Navigation and route planning - Practical map skills	Expedition Training and Practice	NLD Instructor	
Navigation and route planning of the Assessed Expedition	Expedition Training and Practice	NLD Instructor	
Compass skills	Expedition Training and Practice	NLD Instructor	
Personal Equipment and Packing	Expedition Training and Practice	NLD Instructor	
Compass, equipment and hygiene	Expedition Training and Practice	NLD Instructor	
Food and Menu Planning	Expedition Training and Practice	NLD Instructor	
Food and cooking	Expedition Training and Practice	NLD Instructor	
Countryside, Highway and Water Sports Safety Codes	Expedition Training and Practice	NLD Instructor	
Observation recording and presentations	Expedition Training and Practice	NLD Instructor	
Teambuilding	Expedition Training and Practice	NLD Instructor	
Proficiency in the mode of travel	Expedition Training and Practice	NLD Instructor	



**Route Information – New Mills**

**Map:** OS Explorer OL 1 Peak District (Dark Peak) Expedition – Course Ref. NMS00BA 2223

The grid references below are simply to enable you to determine your route and avoid clashing with other teams. You must determine the route card legs yourselves and try to avoid a leg in excess of 2.5km and ensure you undertake a suitable journey distance and time.

		Route 1	Route 2
		Team 1	Team 2
Day 1	Start	New Mills School SK 003 855	New Mills School SK 003 855
	Waypoint 1	Thornsett SK 014 867	White SJ 999 867
	Waypoint 2	Meadows SJ 991 889	Spot Height 327 SJ 986 872
	Waypoint 3	Spot Height 327 SJ 986 872	Meadows SJ 991 889
	Waypoint 4	White SJ 999 867	Thornsett SK 014 867
	Finish	New Mills School SK 003 855	New Mills School SK 003 855

**Known Hazards:**

- Caution required when walking along or by all roads. Use pavements and grass verges where possible.
- Caution needed when walking through town. Use pedestrian crossings where possible.

**Key Locations**

**New Mills School**  
Church Ln, New Mills,  
High Peak SK22 4NP

**Buxton Hospital 8am – 8pm (Minor Injuries)**  
London Road, Buxton, Derbyshire, SK17 9NJ  
Tel: 01298 214 000

**Stepping Hill Hospital**  
Poplar Grove, Stockport,  
Cheshire, SK2 7JE  
Tel: 0161 483 1010

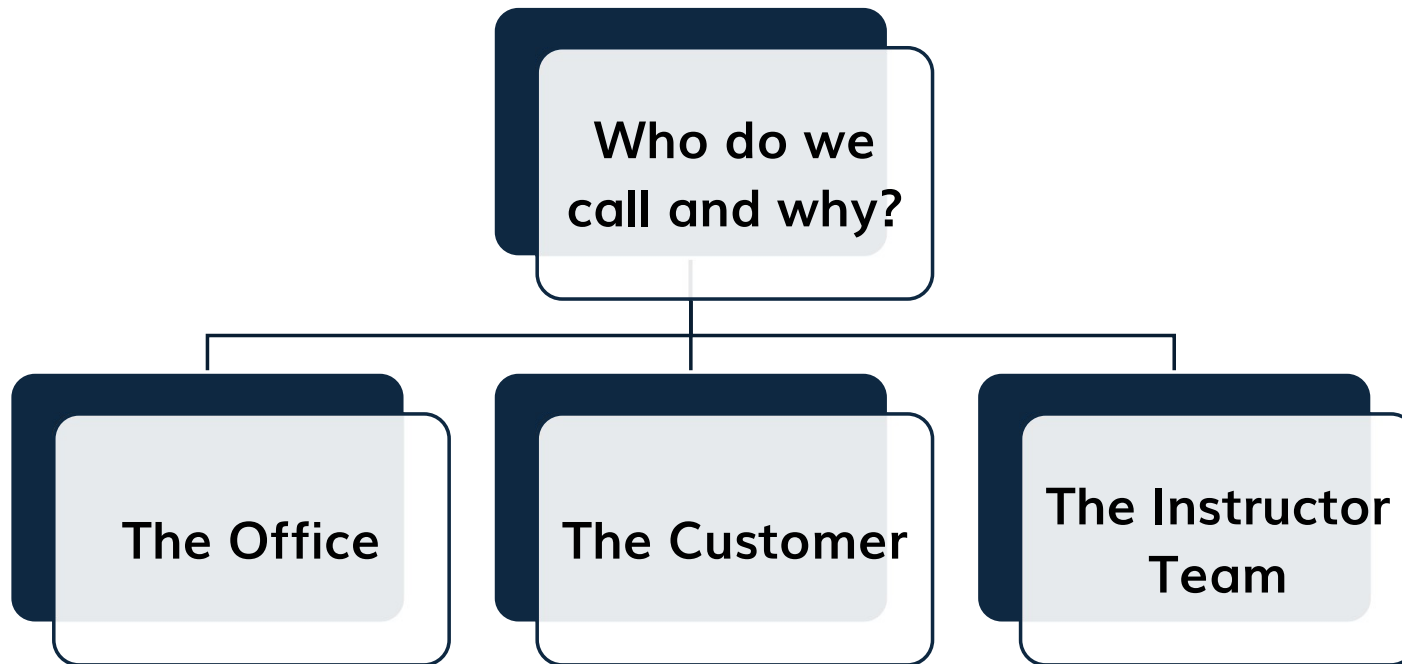


**Training and Practice - Itinerary** Thursday 28<sup>th</sup> to Friday 29<sup>th</sup> March 2024 - Onsite New Mills School

Day 1		Day 2	
0900	<b>Participant Arrival and Welcome</b> Teams briefed by instructors including team introductions and aims for the day.	0800	<b>Participant Arrival and Welcome</b> Teams briefed by instructors including team introductions and aims for the day.
0900	<b>Navigation Training</b> Under the guidance of instructors, teams will go out and get used to orienteering the map to the ground, finding legs and basic navigation skills. Whilst out teams will also cover: <ul style="list-style-type: none"> <li>• Emergency procedures, including first aid and appropriate response in case of incident, who to call &amp; information recorded and appropriate first aid</li> <li>• Safety &amp; risk awareness to include road crossing on a <a href="#">slope</a></li> </ul>	0930	<b>Manualled Practice Day</b> Teams will head out with a prepared route, leading their team under the supervision and mentorship of their instructor. As part of the day the team will discuss any remaining training topics, answer questions, and share their tips for success.
1100	<b>Compass Training</b> Students will look at choosing appropriate place to pitch, as well as erecting their tents and discussing how to manage their campsite. (Schools equipment available for session)	1400	<b>Review of the day and expedition brief</b> An opportunity for students to leave with an understanding of the plan for their qualifying expedition and begin the opportunity to reflect on learning and ask any questions. All team must have completed their route cards before departure.
1200	<b>Traps Training</b> Students will undertake a mastery of how to safely and efficiently use the Traps stove. This will be followed by a student's cooking their lunch under the mentorship of their <a href="#">guide</a>	1500	<b>Depart</b>
1230	<b>Lunch and Menu Discussion</b> Whilst eating lunch, the team will discuss what's needed from their menu, and get top tips on how to put together a menu that is filling nutritious and suitable for an expedition.		
1330	<b>Continuation of expedition training - subject to include:</b> <ul style="list-style-type: none"> <li>• Expedition aims</li> <li>• Countryside code</li> </ul>		
1600	<b>Route Planning for Assessment</b> Teams will work together to plan an assessment route for their <a href="#">assessment</a>		
1600	<b>Review of the day and expedition brief</b> A review of the days learning, and discussion on the plans for tomorrow		
1630	<b>Depart</b>		



# Pre-Course Telephone Calls



# Briefings



INSTRUCTORS



TEACHERS



PARTICIPANTS

A close-up photograph of a white golf ball on a green. A yellow flag is visible in the background, partially obscured by the text. The scene is set on a well-maintained golf course with a line of trees in the distance.

Mid Course?

What went well

Better if

Self Reflection

Hot Debrief

Anything I need to know?

Chat

Give them a listening to

"Thanks god that's done"

Rant

"lets all just email Matt"

Long sit down chat

Reflection

Chance to get it off your chest

# Debriefs



INSTRUCTORS



TEACHERS



PARTICIPANTS

# Post Course Reports



ACCIDENTS AND  
INCIDENTS



DOFE REPORTS



CD REPORT

A photograph of a white ceramic coffee cup filled with dark coffee, sitting on a matching saucer. The cup is placed on a white surface, likely a windowsill, with horizontal window blinds visible in the background. A soft shadow is cast by the cup and saucer onto the surface below. A wisp of steam rises from the coffee. The text "Comfort Break" is overlaid in white, centered over the cup and saucer.

Comfort Break





# Applied Ethos

- What is the NLD Ethos?
- What does it really mean and why do we believe in it?
- How do we implement it
- Real world examples of turning "ordinary" into "extraordinary"
- What is our ethos behind course directors

# Ethos



## Live

Understand and achieve potential

Challenging activities to create a sense of achievement

Develop self awareness



## Laugh

Enjoyable

Enthusiastic people

People learn best when they are having fun



## Learn

Maximise learning

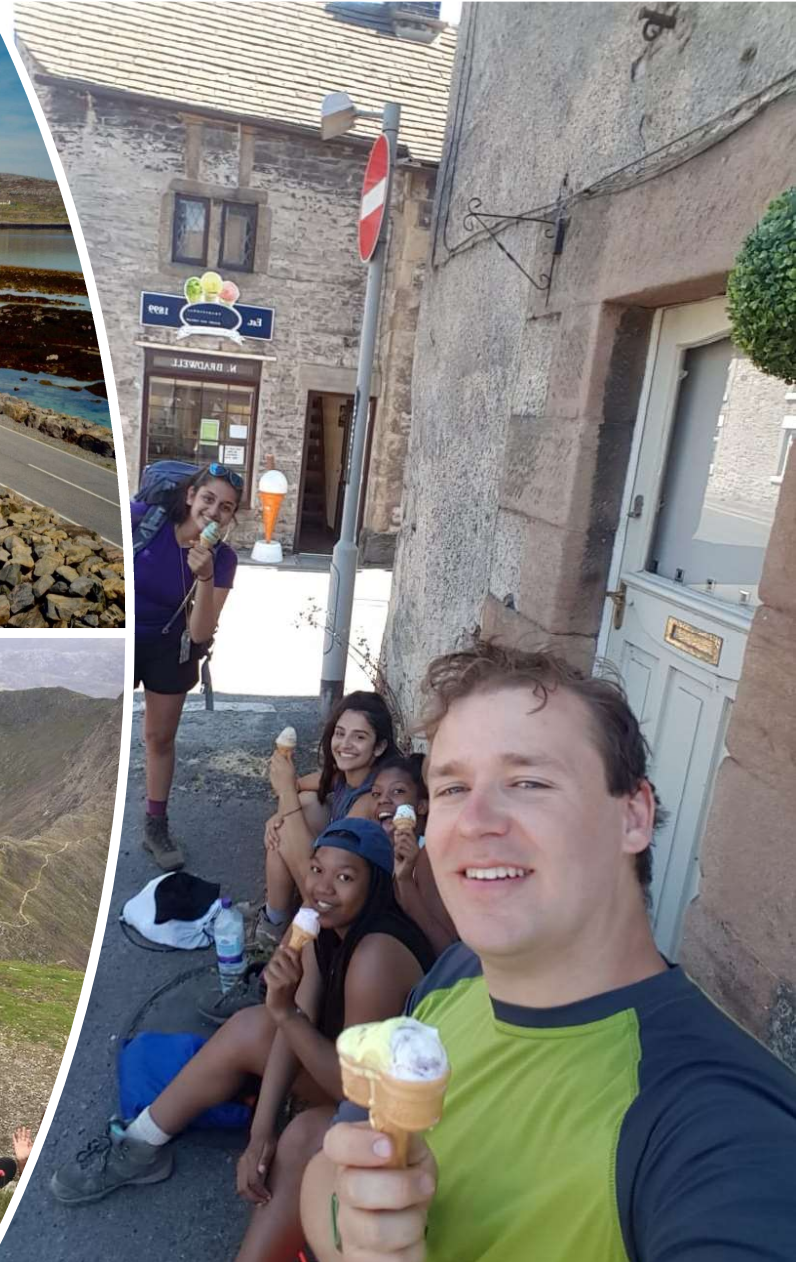
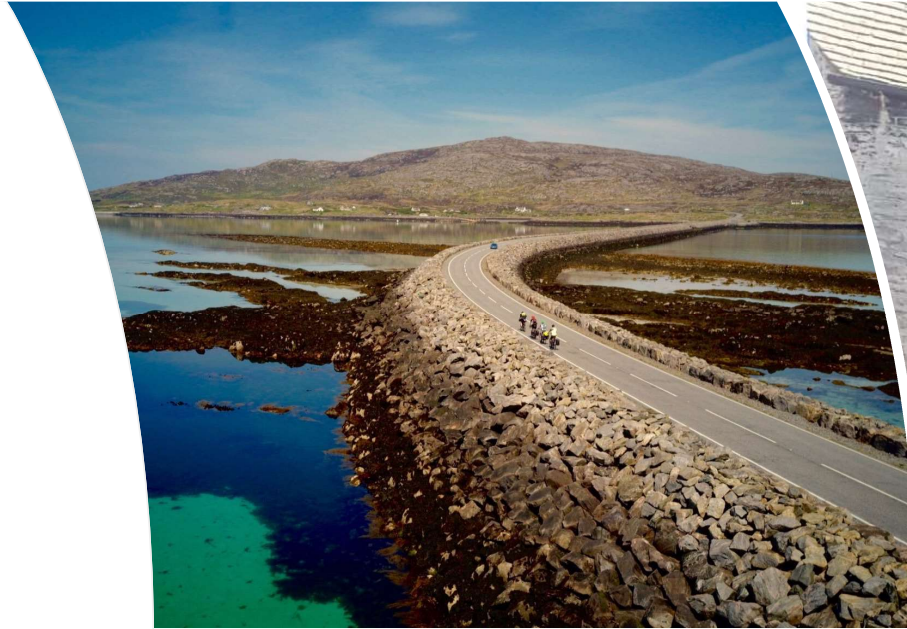
Encourage a sense of responsibility and independence

Respect for self and others



# Ethos in action

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# The Ethos behind Course Directors

Independence and  
freedom

Supporting you to make  
the right decisions for  
the people in front of  
you

Working with each  
other to benefit from  
each other's experience  
and strength's

A top-down view of a wooden table with various food items. On the left is a large pizza with toppings like mushrooms, broccoli, and onions. In the center are two burgers on sesame seed buns with lettuce. To the right of the burgers is a pile of golden french fries. On the far right is another pizza with arugula, prosciutto, and tomatoes. In the bottom left corner, there are cherry tomatoes on a vine and a salad with lettuce, onions, and tomatoes. In the bottom center, there is a small glass bowl containing sliced white bread or potatoes. In the bottom right corner, there is a knife and a fork. The word "Lunch!" is written in white, bold, sans-serif font in the center of the image, with a white horizontal line underneath it.

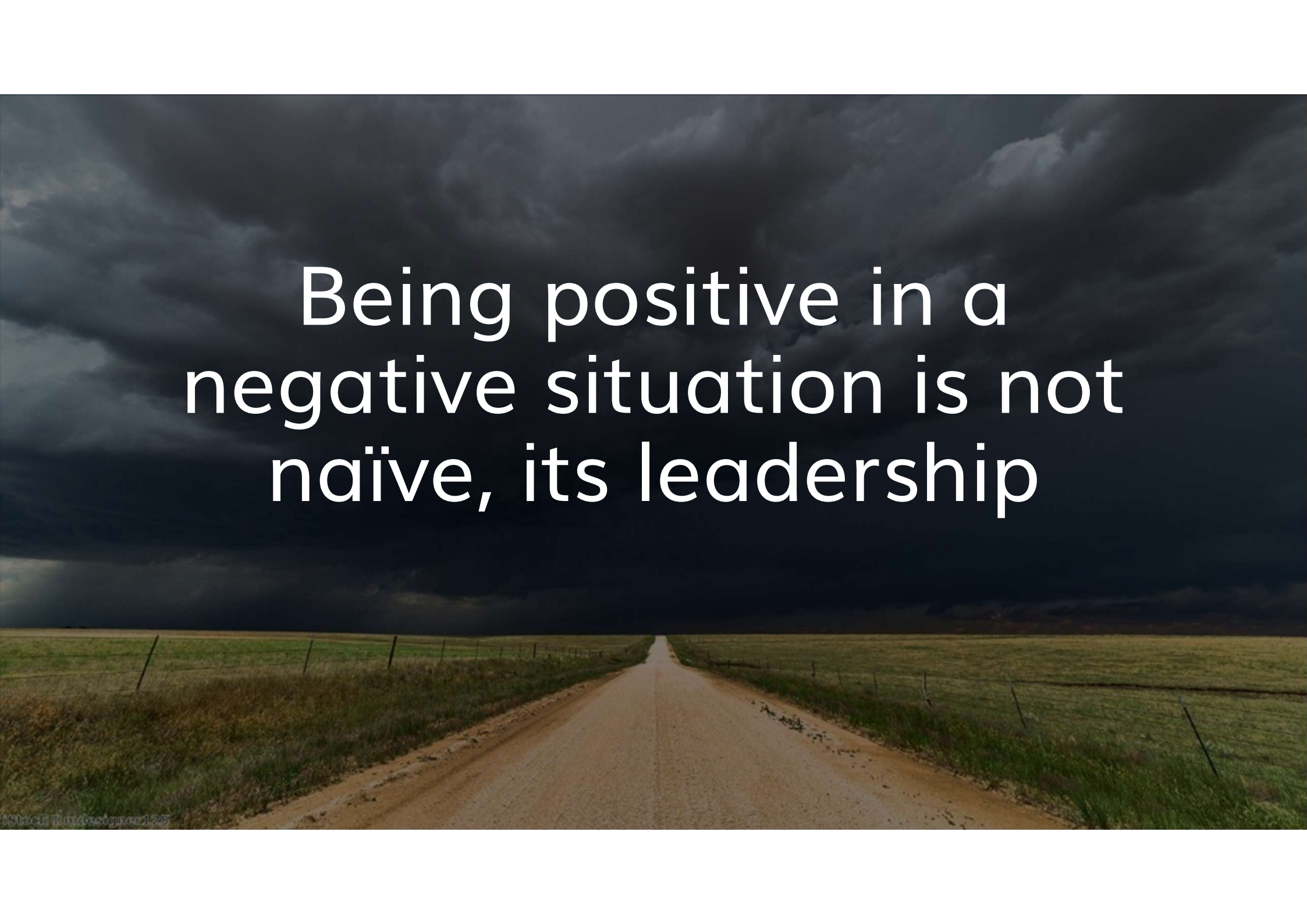
Lunch!



**Energy Vampire at Work**

# Beating Energy Vampires

- Short term and long term impacts
- How do we stop them in their tracks
- Can we investigate the root causes and either "inform" or "solve"?
- How can we stop a mole hill becoming a mountain?

A photograph of a long, straight dirt road stretching towards a horizon under a dark, stormy sky. The road is flanked by green fields and a fence. The overall mood is one of resilience and hope in the face of adversity.

Being positive in a  
negative situation is not  
naïve, its leadership



This is going to be a tough week

I haven't a clue where the teachers have gone, why aren't they asking which checkpoints they can help at

This teacher can flip out at the first sign of trouble

Last year this course was a disaster

I hate bronze expeditions

The Chilterns is awful

I can't be bothered to be here

Bronze has just become a conveyor belt, they don't really want to be here

That teacher hasn't got a bloody clue

Every time I get to a checkpoint there is two teachers there molly coddling the kids

A photograph of a dark-colored coffee cup filled with coffee, sitting on a matching saucer. The cup and saucer are placed on a light-colored surface, possibly a table or countertop. The background is dark and out of focus. The text "Comfort Break" is overlaid in white, sans-serif font across the middle of the image.

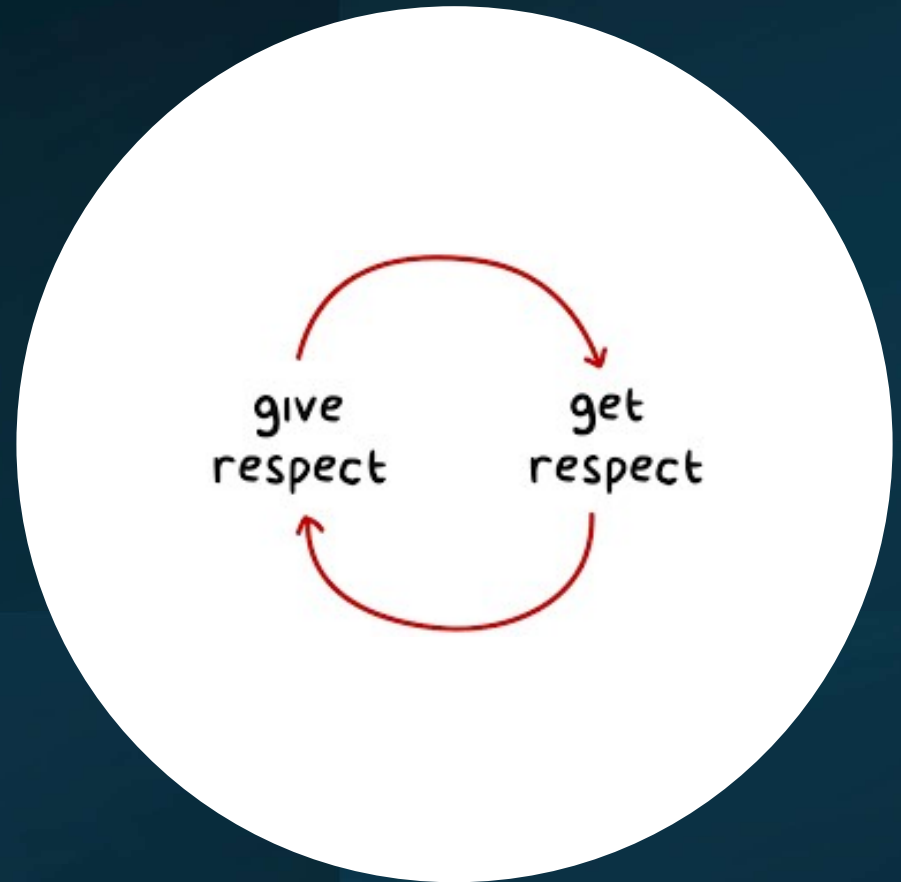
Comfort Break

# Inclusivity

- Statistics
  - Who do we work with?
  - Our staff team
  - Having tough conversations
  - Hot topics
  - How to be more inclusive
  - Challenging poor attitudes

*This is no replacement for "proper" training, personal development and research*

# Inclusivity





## DI·VER·SI·TY

All the ways in which people differ.



## EQ·UI·TY

Fair treatment, access, opportunity, and advancement for all people. One's identity cannot predict the outcome.



## IN·CLU·SION

A variety of people have power, a voice, and decision-making authority.

# Inclusivity

"Explore and challenge your own beliefs and unconscious biases about diversity, and acknowledge discrimination"

Work towards equal opportunities for all

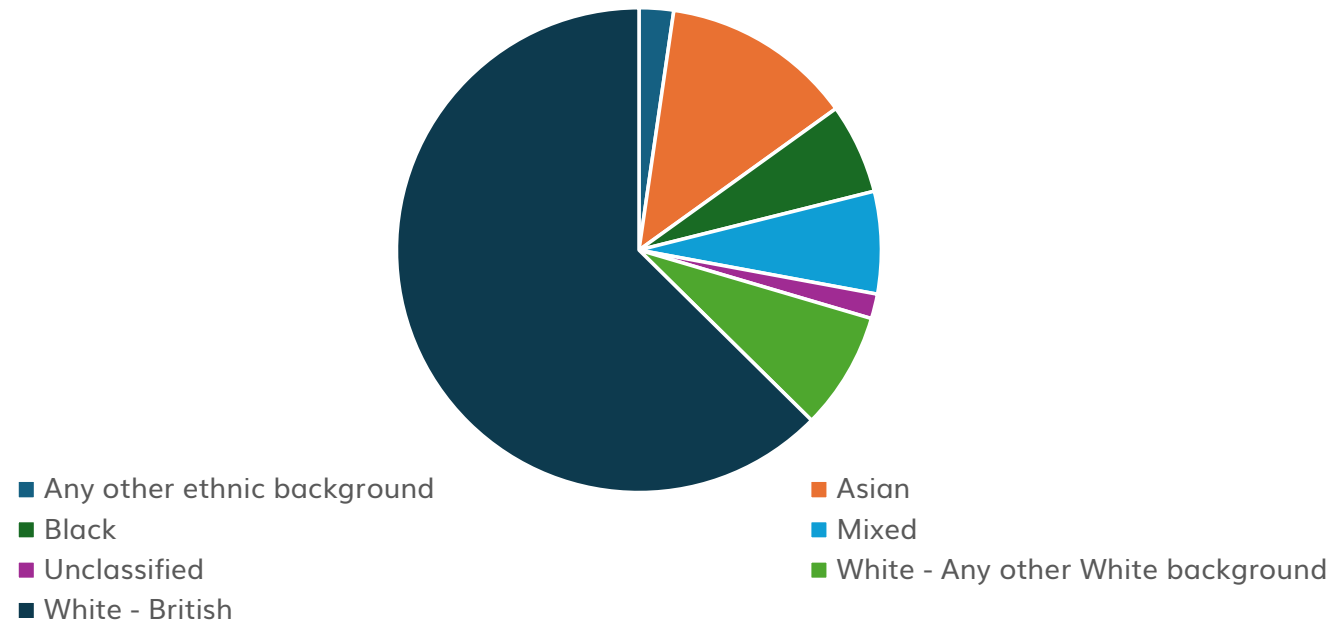
This is no replacement for "proper" training, personal development and research

# Inclusivity – School Population 22/23

- 9,073,832 pupils across 24,442 schools in England
- 23.8% of pupils eligible for free school meals
- 79.3 % of pupils recorded as having English as a first language
- 51.08% boys

# Inclusivity – School Population 22/23 - Ethnicity

Percentage of School Population



Source = [explore-education-statistics.service.gov.uk](https://explore-education-statistics.service.gov.uk)



# The DofE in numbers

April 2022 - March 2023

# 537,759

 Young people actively doing their DofE

## 323,676

Young people started their DofE journey



## 3,541,707

Total volunteering hours given by young people



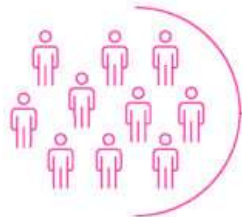
## £17,035,611

Estimated total value of volunteering hours given in support of others

## 29.9%

Of 14 year olds in the UK started a Bronze DofE

Awards started by young people facing marginalisation



**49,680 (15.3%)**

Experiencing poverty

**81,460 (25.2%)**

From minority ethnic backgrounds

**22,456 (6.9%)**

Have additional needs



## 38,888

Leaders and volunteers delivering DofE programmes



## 4,520

Licensed Organisations actively delivering the DofE



## YOUTH WITHOUT LIMITS

AWARDS STARTED



228,251 Bronze



70,942 Silver



24,483 Gold



## 144,919

Awards were achieved

# Our Staff Team

- 17% Female freelance work force (16 Women, 76 Men)
- We recognise we could do better, and want to actively hear about how we can do more
- Industry bias – Historical prejudice reflects in today's freelance market (which therefore shows we have to act with those we work with to affect future change)
- Do we consider our fellow instructors in the same way we consider those we work with?

# Our Staff Team



## MEMBERS' SURVEY 2022

784 responses of 7,927 members  
10% response rate



**74%** men (49% population of UK&I)

**95%** white (87.5% p. of UK&I)

**82%** straight (93.9% p. of UK&I)

**27%** follow a religion/belief (44% p. of UK&I)

**47%**



heard of MTA via qualification training/provider

**61%**



joined when registering for a qualification



**80%** work with clients/learners on average, each member works with

**267** people a year



members live



members work



### why join?

62.5% workshops for CPD

51.2% support on qualifications

49.5% contact with Mountain Training

48.3% professional recognition

### main function

60.4% support currency of members

59.7% support with qualifications

58.2% community of walking, climbing and mountaineering leaders and coaches

### values

professional

development

educating

support

learning

### interest areas



flora



fauna



access and conservation



geology



technical skills

**7.5/10** would recommend MTA to a friend

## FOCUS of MTA

- ✓ quality assurance of CPD
- ✓ public awareness of MTA and its members
- ✓ engagement with the environment and sustainability

### how use qualifications?



freelance instructor  
**45.8%**



as a volunteer  
**45%**



personal enjoyment  
**41.6%**

### challenges



time



money



people

to practice with

# Tough Topics – Testing your knowledge!

1. Periods on expeditions
2. Not eating on expeditions due to Ramadan
3. Putting on a helmet over religious headwear
4. Not having walking boots on expedition
5. Students not appropriately covered up on expeditions
6. Alternate pronouns
7. Non-Binary accommodation and facilities
8. Not staying overnight due to an important family meal

# Tough Topics – What to do?



Stop



Think



Discuss

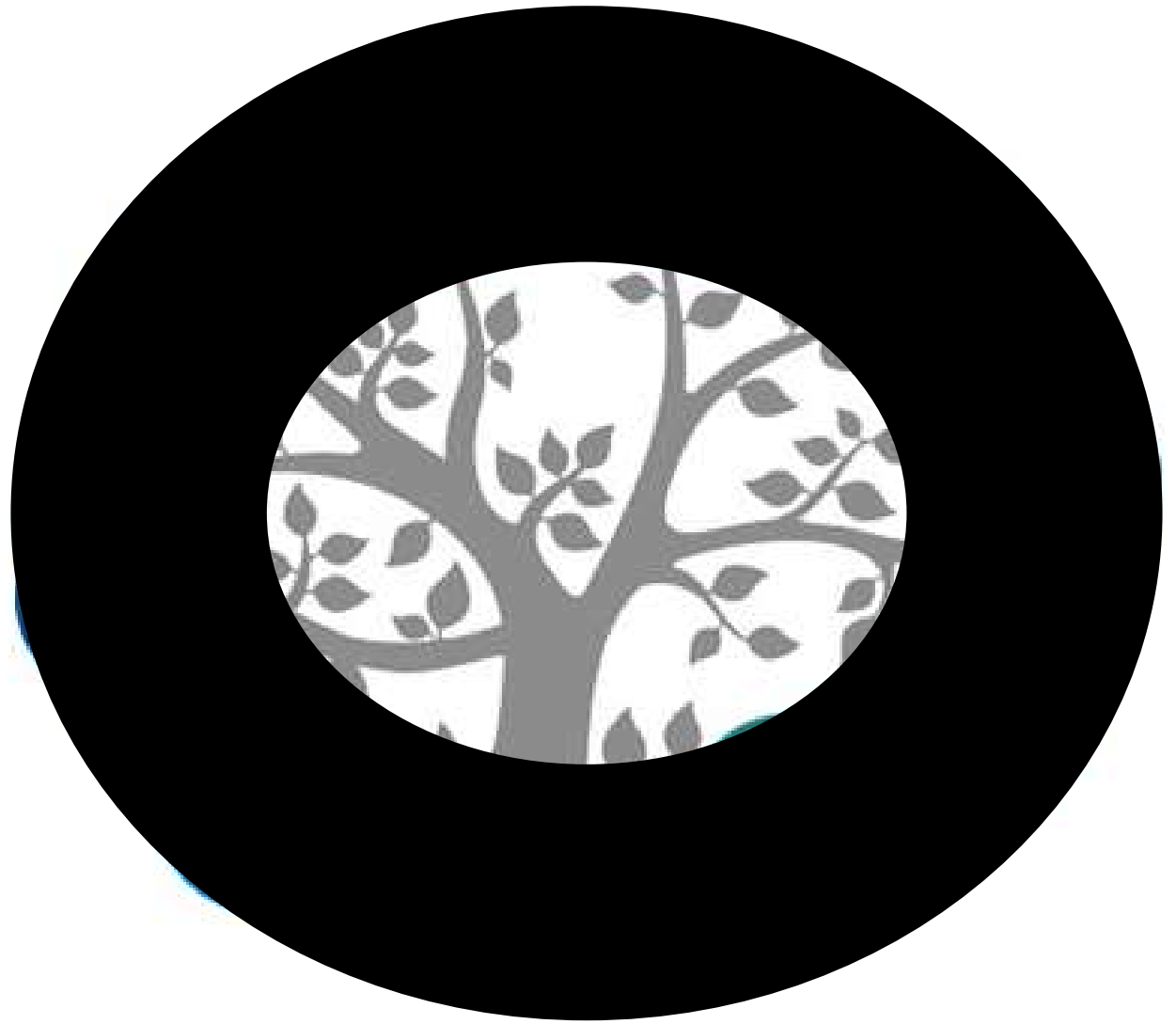


Seek Guidance



Next Time? (Share,  
Learn, Reflect)

# Protected Characteristics



# Challenging Poor Behaviour



RECOGNISE



CHALLENGE



REFLECT



## Time Fillers





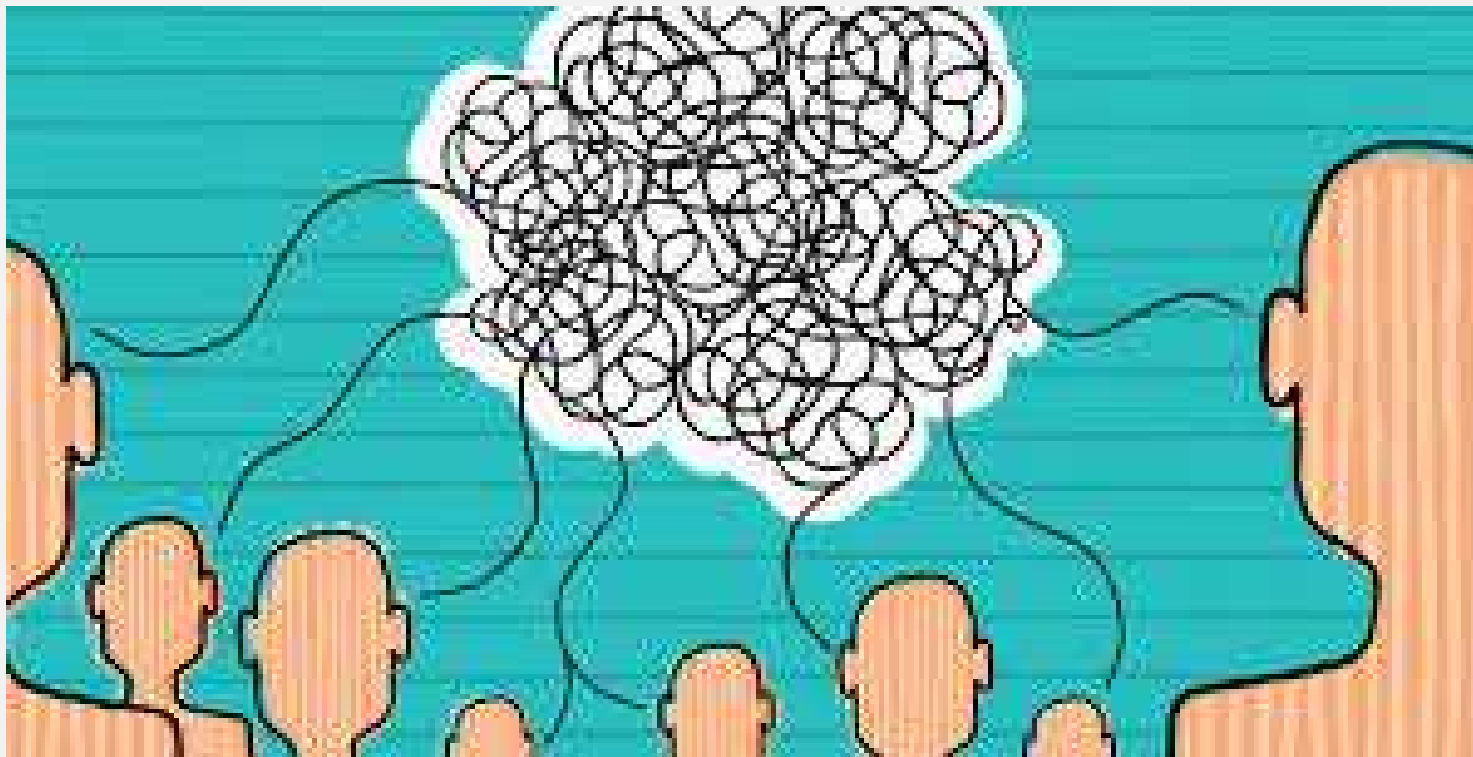
3 Slides till Coffee!

# The Modern DofE Award

<https://youtu.be/d5AnVpUCggA>



**"Assessing the  
20 conditions"**



Supporting and Developing new Instructor's





# Incident Management – Learning from others



SCOUTS – GREAT ORME



FREEAX LIMITED - ROAD  
CROSSINGS



NEAR MISSES.....

# Incident Management Policy





# Scenarios!



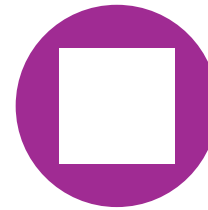
LOST DOFE  
TEAM



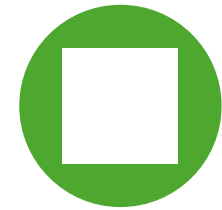
THE "BATTLE OF  
BRAIDWOOD"



WHAT'S THAT IN  
THE RIVER?



ROCKFALL AT A  
CRAG



PARTICIPANT HIT  
BY A CAR

# Action Planning

What have I got booked for the year?

What areas am I not confident in?

What areas do I have knowledge to share

What would I like to know more about

What hiccups can I foresee?

# We're here to help!



EMAIL



PHONE



OFFICE



ASK FOR HELP



ASK FOR A VISIT



[NOLIMITSDEVELOPMENT.CO.UK/INSTRUCTORS](https://nolimitsdevelopment.co.uk/instructors)

*Live Laugh  
Learn*

*Developing  
young people  
through  
expedition and  
adventure*

