

MAMS Sports Tours:

Health, Safety, and Safeguarding Management System & Guidebook

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Part I: Foundational Safety Framework

1.0 Our Commitment to Health, Safety & Safeguarding

1.1 MAMS Academy Safety Policy Statement

MAMS Cricket Academy (“the Academy”) holds the health, safety, and wellbeing of its student-athletes as its highest and non-negotiable priority. This document establishes the Health, Safety, and Safeguarding Management System (HSSMS), which governs all international cricket tours organised by MAMS. Our commitment is to deliver enriching, high-performance sporting experiences within a framework of robust safety protocols and unwavering duty of care.

This policy is founded on the principle of proactive risk management and continuous improvement. The Academy is committed to operating at a standard that meets or exceeds international best practices for school and youth travel. To this end, MAMS formally adopts the rigorous standards and Code of Practice of the United Kingdom's School Travel Forum (STF) as its operational benchmark.¹

In accordance with STF Safety Management Standards, the Academy commits to:

- **Establishing and Maintaining a Formal Policy:** This HSSMS document serves as the Academy’s written health and safety policy, subject to regular review and updates.³
- **Promoting a Positive Safety Culture:** We will facilitate and promote a culture of safety-consciousness and shared responsibility throughout our own organisation, among our partner schools, with our suppliers, and, most importantly, among our student-athletes.³
- **Setting Measurable Standards:** We will plan and set safety standards that are measurable, achievable, and realistic, ensuring they meet the specific needs of our tour groups.³
- **Annual Review and External Verification:** The Academy will conduct a formal internal review of this HSSMS annually and will engage suitably qualified, independent health and safety professionals for external verification to ensure ongoing compliance and the maintenance of the highest standards.³

1.2 Adherence to International Standards

To provide absolute confidence to our partner schools, parents, and guardians, the MAMS HSSMS is explicitly aligned with the principles of globally recognised industry bodies. While these organisations are primarily UK-based, the principles they champion—systematic safety management, financial security, and independent verification—are universal indicators of quality and trustworthiness. By adopting these standards, MAMS differentiates its programs, offering a level of assurance that is unparalleled in the market. This "Trinity of Trust" is the foundation of our commitment to excellence.

- **School Travel Forum (STF):** The Academy operates in full accordance with the STF's Code of Practice. This ensures we have effective and audited Safety Management Systems, offer fair terms and conditions, provide accurate information, and maintain the highest standards of service.¹ This alignment signals to our partner schools that MAMS meets the stringent criteria recommended by leading educational authorities and unions for youth travel operators.¹
- **ABTA/ABTOT Financial Protection:** A core tenet of the STF is the protection of client funds. MAMS ensures that all tour payments are financially protected through appropriate bonding with a government-approved scheme, such as those offered by ABTA (The Travel Association) or ABTOT (The Association of Bonded Travel Organisers Trust).² This provides a critical guarantee to parents and schools that their financial investment in the tour is secure against unforeseen circumstances.
- **ISO Standards:** The architecture of this HSSMS is professionally engineered with reference to key International Organization for Standardization (ISO) standards. Our overarching risk management framework is guided by the principles of **ISO 31000: Risk Management – Guidelines**, ensuring a systematic and integrated approach to managing uncertainty.⁹ For activity-specific protocols, particularly those involving physical challenges, we draw upon the framework of **ISO 21101: Adventure Tourism – Safety Management Systems**.¹¹ Crucially, the entire system is benchmarked against **ISO 31031: Managing risk for youth and school trips**, the new global standard for educational travel safety. This ensures our policies and procedures for identifying, assessing, and treating risks are aligned with international best practice for youth travel.¹¹³ This demonstrates a commitment to globally recognised, process-driven methodologies for ensuring safety.

1.3 Duty of Care

The Academy fully accepts its legal and ethical Duty of Care for all students participating in its international tours. This duty is active from the moment a student is entrusted to our care until they

are safely returned to their parents or guardians.

The standard of care we uphold is that of a "reasonably careful parent".¹³ This established legal principle provides a clear, relatable, and stringent benchmark for all decisions and actions taken by our staff. This duty is comprehensive and extends to all phases and components of the tour, including periods of transit, accommodation, and activities managed by third-party suppliers.¹⁴

This duty legally obligates the Academy to take all reasonable and practicable steps to protect students from any foreseeable risk of harm.¹⁵ The entirety of this Health, Safety, and Safeguarding Management System is designed to fulfil this fundamental obligation.

1.4 Roles and Responsibilities

An effective safety system requires absolute clarity in the delegation of responsibilities. The following structure ensures accountability at all levels of tour planning and execution.

- **MAMS Academy Directorate:** The Directorate holds ultimate responsibility for the efficacy of the HSSMS. Its duties include formal policy-making, the provision of adequate resources to ensure the policy can be carried out, and the appointment of competent persons to implement and manage the safety system.³
- **Tour Director (Pre-Tour):** For each destination portfolio (eg: Australia, UK, South Africa), a designated Tour Director is responsible for all pre-tour planning. This includes conducting comprehensive risk assessments, vetting all third-party suppliers (accommodation, transport, etc.), ensuring all logistical arrangements comply with this manual, and managing communication with partner schools.
- **Tour Leader (On-Tour):** The senior MAMS staff member present on each tour. The Tour Leader holds ultimate on-the-ground authority and responsibility for the group's health, safety, and wellbeing. Their role includes the implementation of the tour plan, leadership of the staff team, conducting dynamic risk assessments, and taking command in the event of an emergency.¹³
- **Supervising Staff/Coaches:** All accompanying staff, including coaches and approved volunteers, are responsible for the direct supervision of an assigned group of students. Their duties include enforcing the Student Code of Conduct, maintaining vigilance, conducting headcounts, and immediately reporting all incidents or concerns to the Tour Leader on a regular basis.¹⁹
- **Students & Parents/Guardians:** Participants and their families have a crucial role in the safety ecosystem. They are responsible for providing complete and accurate medical and contact information in a timely manner, ensuring the student is adequately prepared for the tour, and adhering to all rules, instructions, and the Code of Conduct throughout the tour.

1.5 Legal Context: Indian & International Law

MAMS Sports Tours is an Indian organisation, and most of our partner schools are based in India. Therefore, while our tours operate internationally and adhere to global best practices, all our policies and procedures are fundamentally grounded in and designed to exceed the legal and regulatory requirements of India.

- **Compliance with Indian Law:** The firm operates in full compliance with all relevant Indian legislation pertaining to the care and protection of children, including but not limited to The Juvenile Justice (Care and Protection of Children) Act, The Protection of Children from Sexual Offences (POCSO) Act, and relevant sections of the Bharatiya Nyaya Sanhita (BNS).¹¹⁶ Our duty of care is absolute and aligns with the principles established within the Indian legal system.
- **Adherence to Educational Authority Guidelines:** We recognise the authority of Indian educational bodies such as the Central Board of Secondary Education (CBSE) and various state boards. Our operational guidelines are designed to meet or exceed the specific requirements set forth for school excursions. This includes adherence to the principles outlined in CBSE Circular No. Acad-40/2014, which mandates that tours must be curriculum-related, have appropriate supervision (including a senior lady teacher for girl students), secure parental consent, and arrange for necessary insurance.¹²⁰ We also incorporate state-specific guidelines, such as those from Kerala, which mandate specific teacher-student ratios (1:15) and prohibit night-time travel.¹²³
- **Exceeding the Standard:** The MAMS HSSMS is designed not just to comply with, but to surpass, the baseline requirements in India. By integrating the rigorous, externally-audited frameworks of the UK's School Travel Forum and the comprehensive risk management processes of ISO 31031, we provide our Indian partner schools with a level of safety management and assurance that represents global best practice.¹²⁵ This all-inclusive documentation, including detailed policies, forms, and training processes, establishes a new benchmark for international school sports tours originating from India.

2.0 Risk Management System (RMS)

2.1 Framework Overview

The MAMS Risk Management System (RMS) is a structured and continuous process designed to identify, evaluate, and mitigate risks associated with all international tours. The framework is built upon the principles of ISO 31000 and ISO 31031, which advocate for risk management to be an integral component of all organisational processes, from strategic planning to operational execution.¹¹⁴ Our goal is to foster a proactive culture that anticipates and manages potential threats to safety and wellbeing, thereby protecting and creating value for our student-athletes and stakeholders.⁹ The RMS follows the continuous improvement cycle of Plan-Do-Check-Act to ensure it remains dynamic and effective.²¹

2.2 The Risk Management Process

All MAMS tours are subject to a formal, documented risk management process. This process is not a one-time event but a cycle that begins during tour conception and continues until after the group has returned home.

- **Step 1: Establishing Context & Communication:** The process begins by defining the specific scope of the assessment (e.g., UK Cricket Tour - June 2025, and Australia Cricket Tour - December 2026) and identifying all internal and external stakeholders. Continuous communication and consultation with partner schools, parents, local suppliers, and tour staff are maintained throughout all stages of the process to ensure a comprehensive understanding of the risk environment.⁹
- **Step 2: Risk Identification:** A systematic process is undertaken to identify all reasonably foreseeable hazards. This is a comprehensive exercise that considers multiple categories of risk, including:
 - **General Travel Risks:** Associated with air and coach transport, accommodation, and general logistics.
 - **Activity-Specific Risks:** Injuries related to cricket (training and matches), and risks associated with any planned cultural or recreational activities (e.g., hiking, swimming).
 - **Environmental Risks:** Weather extremes (heatstroke, hypothermia), hazardous terrain, and local flora/fauna (e.g., snakes in Australia, insects in South Africa).
 - **Health Risks:** Food and waterborne illnesses, infectious diseases, and management of

pre-existing medical conditions.

- **Security Risks:** Petty crime (theft), serious crime (assault, robbery), and the potential for terrorism in public places.
- **Safeguarding Risks:** Risks related to bullying, inappropriate behaviour, or external threats to child safety.

All identified risks are documented in a formal Tour Risk Register.

- **Step 3: Risk Analysis & Evaluation:** For each hazard identified in the register, a formal analysis is conducted. Using a standardised risk matrix (see Appendix B), we evaluate the **likelihood** of the event occurring and the **potential severity** of its consequences.⁹ This evaluation results in a risk rating (e.g., Low, Medium, High, Extreme), which allows the firm to prioritise its resources and focus intensive control measures on the most significant risks.²²
- **Step 4: Risk Treatment:** Based on the evaluation, a Risk Treatment Plan is developed. This plan details the specific control measures that will be implemented to mitigate each identified risk to an acceptable level. According to risk management principles, these controls can include one or more of the following strategies⁹:
 - **Avoidance:** Deciding not to proceed with an activity if the risk is too high (e.g., cancelling a hike due to extreme weather warnings).¹¹⁴
 - **Reduction:** Implementing measures to reduce the likelihood or impact of the risk (e.g., providing detailed safety briefings, ensuring high supervision ratios, vetting suppliers). This is the most common strategy.
 - **Transfer:** Shifting a portion of the risk to another party (e.g., ensuring comprehensive insurance coverage is in place).
 - **Acceptance:** For low-level risks, making an informed decision to accept the risk without further treatment.

All control measures are documented in the final Risk Assessment Plan for the tour.

- **Step 5: Monitoring & Review:** Risk management is not a static exercise. The pre-tour risk assessment provides the foundation, but it must be complemented by active, ongoing management.
 - **Dynamic Risk Assessment:** The tour environment is fluid. A pre-written document cannot anticipate every eventuality, such as a sudden security alert or situation near a landmark (eg: Bondi Beach Sydney shootout - December '25) or a player feeling unwell before a match. Therefore, the Tour Leader is trained and empowered to conduct *dynamic risk assessments* throughout the tour.¹³ This involves constantly observing the environment and the group, identifying any new or changed risks, and implementing immediate control measures. This mindset of continuous assessment is a critical pillar of our on-tour safety protocol.
 - **Post-Tour Review:** Upon completion of every tour, a formal debrief is held. All incidents, accidents, and near-misses are reviewed to identify root causes and lessons learned.³ This feedback is used to update and continually improve the RMS, our procedures, and staff training for all future tours.²⁵

2.3 Annual Audit and Continual Improvement

To ensure the sustained effectiveness and relevance of the HSSMS, MAMS commits to a rigorous annual review process. This includes a formal internal audit conducted by the firm's Directorate to assess performance against the standards set in this manual. Crucially, and in line with STF requirements, the firm will also commission an annual external audit by a qualified and independent Health & Safety professional.³ The findings of these audits will inform the continual improvement of our policies, procedures, and training, ensuring that MAMS remains at the forefront of safety management in youth sports travel.

Part II: Pre-Tour Planning & Preparation

3.0 Participant & Staff Readiness

3.1 Student Eligibility and Preparation

The safety of any tour begins with ensuring that every participant is adequately prepared and that the Academy has all necessary information to provide appropriate care.

- **Medical Disclosure:** As a mandatory condition of participation, parents or guardians must complete and sign a comprehensive MAMS Medical Information & Consent Form. This form will require the full disclosure of all pre-existing medical conditions (e.g., asthma, diabetes, epilepsy), all known allergies (including food, medication, and environmental allergies), and details of any regular medications the student takes.²⁰ This information is treated with strict confidentiality and is essential for risk assessment and emergency planning.
- **Fitness to Travel:** A cricket tour is physically demanding. Parents/guardians will be required to declare that their child is physically and mentally fit to participate in the tour's activities. For any student with a significant pre-existing medical condition, the Academy reserves the right to request a certificate of fitness-to-travel from the student's medical practitioner.
- **Pre-Tour Briefings:** The Academy will conduct mandatory pre-departure briefings for all participating students and their parents/guardians. These sessions are a critical component of our risk management strategy. Topics covered will include a detailed overview of the itinerary, destination-specific cultural norms, health and safety protocols, the Student Code of Conduct (see Section 7.1), and emergency procedures.²⁶

3.2 Staff & Volunteer Recruitment and Screening

The selection of appropriate adults to supervise minors is the single most important element of our safeguarding commitment. MAMS will operate a stringent, multi-layered screening process for all staff and volunteers, which will be meticulously documented and auditable.

- **Vetting Process:** All adults who will have supervisory responsibility for or regular contact with

students on a tour, including MAMS employees, coaches, and any accompanying volunteers (such as parents), are subject to this process. There are no exceptions.

- **Criminal Record Checks:** The Academy will require a current National Police Check (Police verification) from India for all accompanying adults. Recognising the distinct legal requirements of our destination countries, we will also ensure compliance with their specific child protection screening laws:
 - **Australia:** All accompanying adults must obtain and provide evidence of a valid Working With Children Check (WWCC) for the relevant state(s) to be visited. The Academy will verify the status of these checks with the issuing authority.³⁰
 - **United Kingdom:** All accompanying adults must undergo an Enhanced Disclosure and Barring Service (DBS) check or provide evidence of a recent, relevant check that is registered with the Update Service.
 - **South Africa:** All accompanying adults must provide a valid Police Clearance Certificate.
- **Reference Checks:** At least two professional or supervisory references will be sought and verified for all new staff and volunteers. These checks will include specific questions regarding the individual's suitability to work with children and their character.
- **Interview Process:** The selection process for staff will include structured interviews containing scenario-based questions designed to assess the candidate's understanding of safeguarding principles, professional boundaries, and their ability to respond appropriately to safety and welfare concerns.
- **Volunteer Chaperones:** The firm recognises that while parent volunteers can be a valuable asset, their inclusion introduces a specific risk profile. A parent's natural instinct is to focus on their own child, which can conflict with the impartial duty of care required for supervising a group.³³ Furthermore, they may be unfamiliar with professional safeguarding protocols. To mitigate this, any volunteer chaperone must:
 1. Undergo the exact same vetting process as paid staff (Police Checks, WWCC/DBS, etc.).
 2. Attend a mandatory pre-tour briefing that explicitly defines their role as an assistant to the professional staff, not as a parent on holiday.
 3. Sign the Staff Code of Conduct, agreeing to abide by all rules, including the strict prohibition of alcohol consumption while on duty.
 4. Be assigned supervisory duties by the Tour Leader and operate under their direct authority. This formalisation of the volunteer role is essential to maintaining the integrity of our supervision structure.

3.3 Staff Training and Competence

Screening is the first step; ongoing training ensures our staff are competent and confident in their safety and safeguarding roles.

- **Safeguarding Training:** It is mandatory for all tour staff to complete a certified child protection

and safeguarding training course on an annual basis. This training covers recognising the signs of abuse and neglect, understanding reporting procedures, maintaining professional boundaries, and creating a child-safe environment.³⁵

- **First Aid Certification:** A minimum of two staff members on every tour will hold a current and valid advanced first aid certificate. At least one of these individuals will have a qualification that includes specific modules on the management of sports-related injuries.¹⁸
- **Tour-Specific Training:** Prior to each tour, all accompanying staff will attend a comprehensive briefing led by the Tour Director. This session will cover this HSSMS guidebook, the detailed tour-specific risk assessment, the Emergency Response Plan, communication protocols, and the specific cultural and legal context of the destination country.

4.0 Logistical Safety Assurance

4.1 Accommodation Vetting and Standards

The selection of safe and secure accommodation is a cornerstone of tour safety.

- **Selection Criteria:** All accommodation providers (e.g., hotels, youth hostels, university residences) are selected based on a formal safety audit. This audit assesses compliance with local fire safety regulations, the presence of security measures (such as 24-hour reception, keycard access to floors/rooms, and CCTV), and the general suitability of the environment for a youth group.⁴
- **Rooming Policies:** The Academy enforces a strict rooming policy to ensure student safety and privacy.
 - Staff and students will never share sleeping rooms.
 - Student rooms will be allocated on a single-gender basis.
 - Whenever feasible, staff rooms will be located on the same floor and immediately adjacent to student rooms to facilitate passive supervision and rapid response.¹⁹
 - Specific protocols for room checks and curfews are detailed in Section 6.3.
- **Supplier Due Diligence:** As part of the contracting process, MAMS will require all accommodation providers to supply evidence of their current public liability insurance certificate and any relevant licenses or certifications demonstrating compliance with local health, safety, and hygiene standards.⁴¹

4.2 Transport Vetting and Standards

Safe transit is critical. All transportation providers are subject to rigorous vetting.

- **Air Travel:** All flights will be booked with reputable, major international air carriers that have a strong safety record. The Academy will comply with all airline policies and international regulations concerning the carriage of minors.
- **Coach Travel:** All chartered coach operators in destination countries must provide documentary evidence of:
 - Valid operator licensing and registration.
 - Adequate public liability and vehicle insurance.
 - A robust vehicle maintenance program compliant with local regulations.⁴³
 - Compliance with legal limits on driver hours to prevent fatigue.⁴⁵

- All coaches used for MAMS tours must be fitted with seatbelts for every seat. The wearing of seatbelts is mandatory for all passengers at all times when the vehicle is in motion.⁴⁵

4.3 Vetting of Cricket Venues and Other Activity Providers

The duty of care extends to all venues and activities included in the itinerary.

- All cricket clubs, training facilities, and providers of non-cricket activities (e.g., sightseeing attractions, adventure activity providers) will be vetted to ensure they operate to a high safety standard.
- This vetting process includes confirming that the provider has adequate public liability insurance, employs appropriately qualified and experienced staff/instructors, and has its own documented risk management procedures.¹⁶
- MAMS policy is to not sign any waivers, disclaimers, or indemnity forms that seek to absolve an external provider from liability for their own negligence. The legal responsibility for student safety cannot be delegated away.⁴¹

4.4 Insurance Requirements

Comprehensive insurance is a non-negotiable safety net for all participants.

- **MAMS Sports Tours and Academy:** The Agency and academy maintain a comprehensive public and professional liability insurance policy that cover its operations and activities worldwide.
- **Participants (Mandatory):** It is a mandatory condition of booking and travel that every student and accompanying adult (staff and volunteers) must be covered by a comprehensive travel and medical insurance policy for the full duration of the tour. The firm will recommend a preferred provider but in special cases (eg: foreign nationals) allow participants to arrange their own cover, provided it meets the following minimum requirements:
 - Emergency Medical Expenses & Hospitalisation (including COVID-19 related illness).
 - Emergency Medical Evacuation & Repatriation to India.⁴⁸
 - Trip Cancellation & Interruption.
 - Loss or Theft of Baggage, Money, and Personal Belongings.
 - Personal Liability.
 - Specific coverage for participation in amateur sporting activities (cricket, football, and other youth sports & physical training programs).

Participants must provide a copy of their insurance certificate to the Tour Leader before submission of the visa applications.

5.0 Health & Medical Planning

5.1 Pre-Travel Health Advice

The agency will provide all participants and their families with detailed, destination-specific health advice sourced from authoritative bodies, including the World Health Organization (WHO), the UK's National Health Service (NHS), National Department of Health (South Africa), Ministerio de Sanidad (Spain) and the Australian Government's Department of Health.

All participants will be strongly advised to arrange a consultation with their General Practitioner or a specialised travel medicine clinic at least 6 to 8 weeks prior to departure to discuss their individual health needs and the tour itinerary.⁵²

5.2 Vaccination Requirements and Recommendations

Ensuring participants are appropriately immunised is a critical step in preventing illness on tour.

The following table summarises the key requirements and recommendations for Indian travellers. This information is for guidance only and must be confirmed with a medical professional.

Table 5.1: Vaccination & Health Recommendations for Indian Travellers

Vaccine / Health Concern	Australia	United Kingdom	South Africa	Spain
Routine Vaccinations	Ensure all routine Indian childhood vaccinations are up to date (e.g., MMR, Diphtheria-Tetanus-Pertussis, Polio). This is a baseline	Ensure all routine Indian childhood vaccinations are up to date. This is a baseline requirement for all destinations. 54	Ensure all routine Indian childhood vaccinations are up to date. This is a baseline requirement for all destinations. 56	Ensure all routine Indian childhood vaccinations are up to date. This is a baseline requirement for all destinations. 56

	requirement for all destinations. ⁵⁵			
Hepatitis A	Selectively advised. Risk is generally low in urban areas but depends on travel style. Spread via contaminated food and water. ⁵⁷	Not usually recommended for standard tours. The risk is very low. ⁵⁴	Recommended. Risk is higher, especially where access to sanitation and safe water may be limited. ⁶⁰	Selectively advised; low risk, but recommended for some travellers.
Typhoid	Not usually recommended for standard tours. The risk is very low. ⁶²	Not usually recommended. The risk is very low. ⁶⁴	Recommended. Spread via contaminated food and drink. Risk is higher than in Australia/UK. ⁵⁶	Not usually recommended; very low risk.
Tetanus	A booster is recommended if the last dose was more than 10 years ago. Spores are found in soil worldwide. ⁵⁵	A booster is recommended if the last dose was more than 10 years ago. ⁶⁴	A booster is recommended, especially as treatment for injuries may be less accessible in some areas. ⁶³	Booster if last dose was over 10 years ago.
Yellow Fever	Certificate required for travellers arriving from a country with risk of yellow fever transmission. Not a direct risk from India. ⁵⁷	No certificate required for travel from India. ⁶⁴	Certificate required for travellers arriving from or transiting (>12 hours) through a country with risk of yellow fever transmission. ⁶⁰	No certificate is required.
Malaria	No risk.	No risk.	HIGH RISK in specific regions.	No risk.

			Chemoprophylaxis is MANDATORY for tours visiting risk areas (see section 5.3). ⁶⁰	
Japanese Encephalitis	Selectively advised for long stays in rural areas of the Outer Torres Strait Islands, especially between February and April. Unlikely to be relevant for MAMS tours. ⁶²	No risk.	No risk.	No risk.
Rabies	Selectively advised for long-stay travellers or those with likely animal contact. Low risk for organised sports tours. ⁶⁵	Selectively advised for long-stay travellers or those with likely animal contact (e.g., bat handlers). Very low risk for MAMS tours. ⁵⁹	Recommended for travellers who may have contact with animals (dogs, monkeys, bats), especially in rural areas. ⁶⁰	Selectively advised; low risk for organised tours.
Tuberculosis (TB)	Pre-visa screening may be required for permanent visa applicants. Not typically a vaccination requirement for short-term tours. ⁶⁸	Pre-travel screening for TB is advised for migrants from high-incidence countries like India. Not a vaccination requirement for short-term tours. ⁵⁸	South Africa is a high-burden country for TB. Risk of exposure is low for short-term tours but vigilance is required. ⁵⁶	Low incidence; no vaccination requirement for short-term travel.

COVID-19	Travellers should be up to date with their COVID-19 vaccinations as per their home country's recommendation s. Check current entry requirements before travel. ⁵²	Travellers should be up to date with their COVID-19 vaccinations. Check current entry requirements before travel. ⁵⁹	Travellers should be up to date with their COVID-19 vaccinations. Check current entry requirements before travel. ⁵⁶	Same as other destinations; check current entry requirements.
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5.3 Malaria Prevention (South Africa)

Malaria is a serious and potentially fatal disease transmitted by mosquitoes. This risk requires specific, mandatory protocols for any tour visiting South Africa.

- Risk Assessment:** The Academy will use up-to-date malaria risk maps from sources like the South African National Institute for Communicable Diseases (NICD) and the NHS Fit for Travel service to determine if the tour itinerary passes through any low, moderate, or high-risk zones.⁶⁹ Malaria risk is present year-round but is highest from September to May. High-risk areas are concentrated in the low-altitude regions of Limpopo and Mpumalanga provinces (including Kruger National Park) and the north-eastern part of KwaZulu-Natal.⁶³
- Mandatory Chemoprophylaxis:** If the tour itinerary includes travel within a designated moderate or high-risk malaria area, it is a **mandatory condition of travel** for all participants (students and staff) to take an appropriate course of antimalarial chemoprophylaxis (e.g., atovaquone/proguanil, doxycycline, or mefloquine) as prescribed by their doctor.⁶³ Proof of prescription may be requested.
- Bite Prevention:** Chemoprophylaxis must be supplemented with rigorous mosquito bite prevention measures, which will be strictly enforced during the tour. These include ⁵²:
 - Using an effective insect repellent containing DEET or Picaridin on all exposed skin, particularly between dusk and dawn.
 - Wearing long-sleeved shirts, long trousers, and socks during evening hours.
 - Ensuring accommodation has insect screens on windows and doors, or is air-conditioned.
 - Using insecticide-treated bed nets where appropriate.

5.4 Tour Medical & First Aid Kit

The Tour Leader will be responsible for carrying and maintaining a comprehensive medical and first aid kit designed for overseas sports tours. The contents will be checked before each departure. The kit will include, but not be limited to, the following items:

- **Wound and Trauma Management:**
 - Sterile gauze pads (various sizes), non-stick wound pads.⁷⁵
 - Adhesive bandages (plasters) in assorted sizes and shapes.⁷⁷
 - Adhesive first aid tape and steri-strips (butterfly closures).⁷⁷
 - Antiseptic wipes (alcohol or iodine-based) and antiseptic solution (e.g., hydrogen peroxide).⁷⁵
 - Antibiotic ointment to prevent infection.⁷⁵
 - Bandage scissors (rounded tips) and tweezers.⁷⁵
- **Sprain, Strain & Fracture Management:**
 - Elasticated bandages (2, 3, and 4-inch).⁷⁵
 - Disposable instant cold packs.⁷⁵
 - Triangular bandages for making slings or securing splints.⁷⁵
 - Reusable splints.⁷⁵
- **Medications (Over-the-Counter):**
 - Pain and fever relief (Paracetamol, Ibuprofen).⁷⁷
 - Oral antihistamines for allergic reactions and topical hydrocortisone cream for rashes/bites.⁷⁷
 - Anti-diarrheal medication (e.g., Loperamide) and oral rehydration salts.⁷⁷
 - Antacids for indigestion and motion sickness medication.⁷⁷
- **General & Emergency Supplies:**
 - Disposable latex-free exam gloves.⁷⁵
 - CPR face shield or mask.⁷⁵
 - Digital thermometer (non-mercury).⁷⁷
 - Alcohol-based hand sanitizer.⁷⁵
 - High-SPF sunscreen and aloe vera gel for sunburn.⁷⁵
 - DEET-based insect repellent (essential for South Africa).⁷⁵
- **Documentation:**
 - A waterproof folder containing copies of all participant Medical Information & Consent Forms, emergency contact lists, and insurance details.⁷⁵
 - A first aid quick reference card.⁷⁷

Part III: On-Tour Operations & Management

6.0 Supervision & Group Management

6.1 Supervision Ratios

Effective supervision is the cornerstone of on-tour safety. The Academy will adhere to, or exceed, established best-practice supervision ratios. These ratios represent the minimum requirement and will be dynamically increased based on the Tour Leader's assessment of the specific activity, environment, and the needs of the student group. This clear, benchmarked standard provides assurance to schools and parents about the level of care provided.

Table 6.1: MAMS International Tours - Minimum Supervision Ratios

Activity / Situation	Minimum Staff-to-Student Ratio	Key Considerations & Notes
Coach/Air Travel	1:12	Staff must be strategically distributed throughout the coach or aircraft cabin to ensure all students are within sight and reach. Ratio applies during all phases of transit. ²⁰
Accommodation (Awake Hours)	1:15	This ratio applies to periods when students are in common areas or moving around the accommodation. A staff member must be designated as "on duty" and actively supervising. ¹⁹

Accommodation (Sleeping Hours)	1 Staff member per floor/wing	This is a passive supervision role. On-duty staff must be resident on the same secure floor/wing as students and be immediately available to respond to any issue. Both male and female staff must be available. ¹⁹
Cricket Training / Matches	1:12	This ratio includes qualified coaches and other supervising staff. Supervision must cover changing rooms, warm-up areas, and the field of play. ⁸⁰
Supervised Free Time	1:10	Free time is always remotely supervised within pre-defined, low-risk areas. A higher staff presence is required to monitor boundaries and be a visible point of contact. ³³
Excursions in Public Spaces	1:10 (UK/Australia/Spain) 1:8 (South Africa)	Higher-risk urban environments or crowded tourist sites require tighter supervision. The ratio is increased for South Africa as a risk mitigation measure. ²⁶

Note: These ratios are based on best practices derived from UK and South African school travel guidelines.¹⁹ The term "Staff" includes all MAMS employees, coaches, and pre-vetted volunteer chaperones.

The legal frameworks for supervision vary across our destinations. In Australia, there are specific laws creating an 'Offence to inadequately supervise children'.⁸² The UK system is based on the common law 'Duty of Care'¹³, while South Africa operates under the principle of *in loco parentis* (in the place of a parent).²⁰ Spain operates under a civil law framework based on the "duty of care and duty of vigilance" (deber de cuidado y deber de vigilancia) placed on schools, teachers, and organisers under

the Spanish Civil Code.

While MAMS maintains a single high standard of supervision globally, it is imperative that our Tour Leaders and staff are aware of the specific legal context they are operating within. This knowledge reinforces the gravity of their responsibilities and ensures compliance with local laws. Destination-specific legal summaries are provided in Appendix A.

6.2 Student Tracking and Accountability

Maintaining constant accountability for every student is a critical supervisory function. The following systems will be used in combination at all times.

- **Headcounts:** Regular, formal headcounts are mandatory. A headcount must be conducted before departing from any location, including the hotel, a match venue, a restaurant, or a sightseeing location. This is a non-negotiable procedure.¹⁹
- **Buddy System:** At the start of the tour, every student will be assigned a "buddy." Each student is responsible for knowing the whereabouts of their buddy. During headcounts or at regular intervals, students will be asked to confirm their buddy is present. This system creates a layer of peer-to-peer accountability and allows for the rapid identification of a missing student.¹⁹
- **Group Lists:** Every supervising staff member must carry a physical, up-to-date list of all students in the tour group at all times. This list must include a recent photograph of each student, their full name, and critical medical information (e.g., severe allergies, asthma). This list should be kept in a waterproof and secure manner.¹⁹

6.3 Accommodation Supervision

Supervision within the accommodation environment is a 24-hour responsibility.

- **Curfews:** A strict nightly curfew will be set by the Tour Leader and communicated clearly to all students. All students must be in their own rooms by the designated time.
- **Room Checks:** A physical check of each student room will be conducted by staff after curfew to ensure all students are present, safe, and accounted for. To protect both students and staff from potential allegations, room checks will **always** be conducted by a minimum of two adult staff members together.³³
- **Room Security:** Students will be briefed on hotel security protocols, including the importance of keeping their room doors locked at all times and not opening the door to anyone they do not know. The practice of placing a tamper-evident seal (e.g., a piece of tape) across the door after the final check may be used as an additional measure to deter students from leaving their rooms

overnight.³³

6.4 Managing "Free Time"

Unstructured time presents a heightened risk profile and must be actively and professionally managed. Within the MAMS framework, student "free time" is never unsupervised; it is **remotely supervised**.¹⁹

- **Protocols for Granting Free Time:** Free time will only be granted in specific, pre-vetted, low-risk areas. Examples include a designated section of a modern shopping centre, a pedestrianised historic quarter, or a contained tourist precinct. The area must be risk-assessed by the Tour Leader prior to students being released.
- **Setting Boundaries:** The Tour Leader will establish and clearly communicate strict physical and time boundaries. For example, "You may go anywhere within the four streets of this pedestrian zone. You must not cross the main road. You must all be back at this meeting point no later than 4:00 PM." A map of the designated area will be provided.
- **Minimum Group Size:** No student is ever permitted to be alone during free time. Students must remain in groups of a minimum of three or four, as determined by the Tour Leader.⁴⁷ The buddy system remains in effect within these groups.
- **Communication and Identification:** Every student must carry an emergency contact card at all times. This card will have the name of the hotel, its address, and the 24-hour mobile phone number for the Tour Leader and another staff member. Regular check-ins via a group messaging application may be required at the Tour Leader's discretion.⁸⁶

7.0 Child Protection & Safeguarding in Practice

7.1 Student Code of Conduct

A positive and safe tour experience relies on a shared understanding of behavioural expectations. A non-negotiable Code of Conduct will be issued to all students and their parents/guardians prior to the tour, which both parties must sign. The code will include:

- **Respect:** A commitment to show courtesy and respect to all tour staff, coaches, teammates, opponents, accommodation staff, and members of the local community. Students are ambassadors for MAMS Sports Tours, their school, and their country.⁴⁷
- **Prohibited Items and Behaviours:** A strict prohibition on the possession or consumption of alcohol, tobacco, vaping products, and any illegal substances. Bullying, harassment, or any form of discrimination will not be tolerated.
- **Compliance:** A requirement to follow all rules and instructions given by staff regarding accommodation, curfews, free time, and safety protocols.
- **Consequences:** A clear statement of the consequences for breaching the Code of Conduct. Depending on the severity of the infraction, consequences may range from loss of privileges to being sent home immediately at the parent's or guardian's full expense.⁸⁷

7.2 Staff Code of Conduct

All MAMS staff and accompanying volunteers will be required to read, understand, and sign a Staff Code of Conduct that is rooted in child protection best practices. This code governs the professional behaviour of adults entrusted with the care of our students.

- **Professional Boundaries:** Staff must maintain professional and transparent relationships with all students. They must not engage in any behaviour that could be misinterpreted, such as showing favouritism or sharing inappropriate personal information. A crucial rule is that an adult staff member must not be alone with a single student in a private setting (e.g., a hotel room, a vehicle) without the explicit knowledge and approval of the Tour Leader. The door should remain open where possible.²⁶
- **Physical Contact:** All physical contact must be appropriate to the context of sports coaching (e.g., demonstrating a technique, congratulating a player) or providing first aid. It must always be limited, respectful, and publicly observable.
- **Communication:** All communication with students, including digital communication, must be professional, transparent, and conducted through official channels (e.g., a tour-sanctioned messaging group). Staff are strictly prohibited from contacting students via personal social media

accounts or exchanging private mobile numbers.

7.3 Digital Safety & Photography

In the modern age, digital safety is an integral part of safeguarding.

- The use of personal electronic devices (mobile phones, tablets) with cameras is strictly forbidden in private areas such as changing rooms, bathrooms, and sleeping quarters.⁴⁰ This rule applies to all participants, students and staff alike.
- The Academy will obtain explicit, written consent from parents/guardians for the use of any photographs or videos of their child for legitimate promotional purposes (e.g., on the MAMS website or social media).

7.4 Responding to and Reporting a Safeguarding Concern

The Academy fosters a culture where both students and staff feel empowered to report any concern, no matter how small, without fear of reprisal.

- **Reporting Procedure:** A clear and simple reporting pathway will be established. The primary on-tour point of contact for any safeguarding concern is the Tour Leader. The names and photos of the Tour Leader and other key staff will be made known to all students. The procedure will also provide the contact details for a designated Safeguarding Lead based in India, who is independent of the tour staff, as an alternative reporting channel.
- **Action on Disclosure:** If a child discloses information that suggests they may be at risk of harm or have been harmed, all staff are trained to follow these critical steps⁸⁸:
 1. **Listen** carefully and calmly without interrupting or expressing shock or disbelief.
 2. **Reassure** the child that they were right to tell someone.
 3. **Do Not Promise Confidentiality.** Explain that this information must be shared with specific people who can help.
 4. **Report Immediately** to the Tour Leader and the designated Safeguarding Lead in India.
 5. **Record** a factual, verbatim account of what was said as soon as possible.
- **Liaison with Authorities:** The Academy will comply with all mandatory reporting legislation in the destination country. If a concern suggests a criminal offence may have been committed or a child is at immediate risk of significant harm, the Tour Leader, in consultation with the Safeguarding Lead, will report the matter to the local police and/or child protection services and cooperate fully with any subsequent investigation.³⁰

8.0 Health, Hygiene, and Wellbeing On-Tour

8.1 Administration of Medication

The safe management of student medication is a critical health responsibility.

- All medication (prescription and over-the-counter) must be provided by parents/guardians in its original, clearly labelled packaging, accompanied by precise written instructions for dosage and administration.²⁰
- The designated first-aid-qualified staff member will be responsible for the secure storage and administration of most medications. A detailed Medication Administration Log will be maintained, recording the student's name, medication, dose, time administered, and the signature of the staff member.
- Students may self-administer certain medications, such as asthma inhalers or insulin injections, only with explicit written consent from their parents/guardians and following an assessment by the Tour Leader. This self-administration must be documented.

8.2 Food, Water, and General Hygiene

Maintaining good health on tour requires proactive attention to hygiene.

- **Water Safety:** In Australia and the United Kingdom, tap water is of high quality and generally safe to drink. In South Africa, all participants will be instructed to drink only sealed bottled water or water that has been purified. They will be advised to avoid ice in drinks and to use bottled water for brushing teeth.⁸⁹
- **Food Safety:** While cultural culinary experiences are encouraged, students will be educated on making safe food choices. This includes avoiding uncooked food (unless in a reputable establishment), being cautious with street food vendors, and ensuring hot food is served piping hot.⁵² The Agency will ensure all provided meals cater to any disclosed dietary requirements or allergies.
- **Personal Hygiene:** All participants will be reminded of the importance of regular and thorough hand washing with soap and water, or the use of alcohol-based hand sanitizer, especially before meals and after using the toilet, to prevent the spread of gastrointestinal illnesses.⁶²

8.3 Environmental Health Risks

The diverse environments of our tour destinations present specific health risks that must be managed.

- **Sun Safety:** This is a major health risk, particularly in Australia and South Africa. The Academy's sun safety policy is mandatory and includes:
 - Wearing high-SPF (30+ or higher) broad-spectrum sunscreen, reapplied regularly.
 - Wearing wide-brimmed hats and sunglasses during all outdoor activities.
 - Staying hydrated by drinking plenty of water.
 - Where possible, scheduling training sessions and matches to avoid the hours of peak UV radiation (typically 10 am to 3 pm).⁶²
- **Fatigue and Jet Lag:** International travel is physically taxing. The tour itinerary will be designed to be well-paced, allowing for an initial period of acclimatisation to mitigate the effects of jet lag. Adequate time for sleep and rest will be built into the schedule to prevent fatigue, which can increase the risk of both injury and illness.

Part IV: Emergency & Critical Incident Management

9.0 Communication Strategy

9.1 Stakeholder Communication Plan

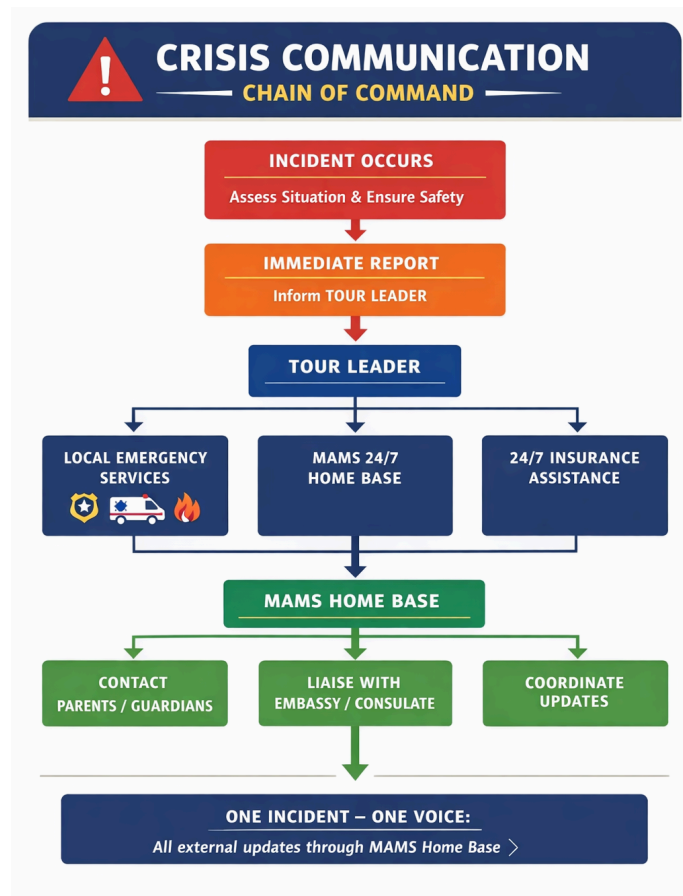
A clear, structured communication plan is essential for both routine management and crisis response. It ensures that the right information reaches the right people at the right time, preventing misinformation and managing anxiety.

- **Parents/Guardians:**
 - **Pre-Tour:** Communication will be managed through formal information packs, email updates, and at least one mandatory pre-departure parent meeting.²⁸
 - **During Tour (Routine):** Non-urgent updates, such as match results and photos, may be shared via a closed social media group or a dedicated communication app.
 - **During Tour (Emergency):** In the event of an incident involving an individual student, the Academy will contact the parents/guardians directly via a designated home-based contact person. For a group-wide incident, the Academy will manage all communications centrally to provide a single source of accurate, verified information. Parents will be instructed not to contact students or staff directly during a critical incident to keep communication lines clear for emergency services.
- **On-Tour Staff:** A primary and a backup method of communication will be established for all on-tour staff (e.g., a primary WhatsApp group and SMS as a backup). This ensures constant connectivity. The Tour Leader will conduct a mandatory staff briefing at the start and end of each day to review plans, discuss any issues, and ensure all team members are aligned.⁸⁶
- **External Communication:** In the event of a serious incident, the MAMS Tour Leader is the sole authorised spokesperson to interact with media or other external parties, acting on guidance from the MAMS Directorate in India. No other staff member, volunteer, or student is permitted to speak to the media.¹⁹

9.2 Emergency Communication Tree

A clear chain of command for communication is critical in a crisis. A visual flowchart will be included in the Tour Leader's pack, outlining the following pathway:

1. **Incident Occurs:** Staff member on the scene assesses the situation.
2. **Immediate Report:** Staff member reports immediately to the **Tour Leader**.
3. **Tour Leader Action:**
 - Manages the on-site response.
 - Contacts **Local Emergency Services** (Police, Ambulance, Fire) if required.
 - Contacts the **MAMS 24/7 Home Base Emergency Line** in India.
 - Contacts the **24/7 Insurance Provider Assistance Line**.
4. **MAMS Home Base Action:**
 - Provides strategic support and guidance to the Tour Leader.
 - Initiates communication with the parents/guardians of any affected student(s).
 - Liaises with the relevant Indian High Commission or Consulate if necessary.
 - Manages all wider communications to the parent group and partner school.



10.0 Emergency Response Procedures (ERP)

10.1 Incident Levels and Chain of Command

To ensure a proportionate response, incidents will be classified into three levels:

Level	Definition	Action
Level 1 – Minor	Minor injury, illness, or behavioural issue manageable locally by the Tour Leader.	Documented in the daily log ; no external assistance required.
Level 2 – Serious	Requires external medical attention (not life-threatening), police report (e.g., theft), or causes significant itinerary disruption .	Immediate notification of MAMS Home Base; on-site management by Tour Leader.
Level 3 – Critical	Life-threatening medical emergency, missing student, transport accident, security threat, or major crisis, hostile Security Incident – Act of War or Shootout	Full Emergency Response Plan (ERP) activated, Communication Tree initiated.

Note: The on-site **Chain of Command** is absolute: The **Tour Leader** has initial command and directs all on-the-ground actions until relieved by local emergency services or directed otherwise by the MAMS Directorate.

10.2 General Emergency Protocol ('Run, Hide, Tell')

In the unlikely event of a hostile security incident, such as a terrorist attack, all staff and students will be briefed on the internationally recognised 'Run, Hide, Tell' protocol ⁹³:

1. RUN

- Move to a **pre-identified safe location** if a safe route exists.
- Assist others only if it does **not compromise your safety**.
- Leave all belongings behind.

2. HIDE

- If running is not possible, seek **cover behind solid barriers**.
- Silence mobile phones, remain calm, and **do not expose yourself**.
- Barricade doors if indoors.

3. TELL

- Contact **local emergency services** when it is safe to do so (e.g., Police: UK – 999, Australia – 000, Spain – 112, South Africa – 10111).
- Provide **location, nature of threat, number of people affected**, and any injuries.

4. Tour Leader Responsibilities

- Ensure **all students are accounted for** and supervised.
- Activate the **full Communication Tree** to MAMS Home Base and insurance providers.
- Liaise with **local authorities, embassies, or consulates** as required.

5. MAMS Home Base Responsibilities

- Provide **strategic guidance** to the Tour Leader.
- Contact **parents/guardians** of affected students immediately.
- Coordinate with **Indian High Commission / Consulate** for security, evacuation, or repatriation assistance.
- Manage **all external communications**, including partner schools and media if necessary.

Note: Under no circumstances should staff or students engage with hostile actors. The focus must remain on **evacuation, concealment, and reporting**.

10.3 Specific Emergency Action Plans

The following provides step-by-step initial action plans for foreseeable emergencies.

- **Lost or Missing Student:**
 1. **Confirm:** Immediately conduct a headcount of the entire group to confirm one or more students are missing.
 2. **Search:** The senior staff member on scene initiates an immediate, systematic search of the immediate vicinity.
 3. **Secure:** The rest of the group is gathered in a safe, static location under the supervision of other staff members.
 4. **Alert:** The Tour Leader is notified immediately.
 5. **Deploy:** The Tour Leader deploys staff to key locations (entrances, exits, information desks) and establishes a command point.
 6. **Notify:** If the student is not found within 15 minutes, the Tour Leader will contact the local Police and the MAMS Home Base to activate the ERP.
- **Serious Injury or Medical Emergency:**
 1. **Assess:** The nearest staff member assesses the situation for any ongoing danger. The first-aid qualified staff member attends to the casualty.
 2. **Call:** Contact local emergency medical services immediately. Provide a clear location, description of the incident, and the patient's condition.
 3. **Manage:** One staff member is designated to accompany the casualty to the hospital. They must take the student's medical form, insurance details, and passport copy.
 4. **Supervise:** The Tour Leader ensures the rest of the group remains adequately supervised and is moved away from the scene if necessary.
 5. **Communicate:** The Tour Leader activates the Communication Tree, notifying MAMS Home Base and the insurance provider's assistance line.
- **Transport Accident:**
 1. **Safety First:** Assess the scene for ongoing hazards (e.g., fire, traffic). Evacuate passengers to a safe location if necessary and possible.
 2. **Account:** Conduct an immediate headcount to account for all passengers.
 3. **First Aid:** Administer first aid to any injured individuals according to training.
 4. **Emergency Services:** Call emergency services (police, ambulance, fire) immediately.
 5. **Communicate:** The Tour Leader activates the Communication Tree. Do not speak to the media.
- **Theft or Criminal Act Against a Participant:**
 1. **Welfare:** Prioritise the emotional and physical wellbeing of the victim. Move them to a safe place.
 2. **Report:** Report the incident to the local police as soon as possible to obtain a police report, which is essential for insurance claims.

3. **Support:** Provide practical and emotional support. A staff member MUST accompany the student during the police report.
4. **Notify:** Inform the MAMS Home Base. If passports are stolen, contact the nearest Indian High Commission/Consulate for assistance.
- **Natural Disaster / Extreme Weather Event:**
 1. **Shelter:** Move the group to a secure, sheltered location.
 2. **Authorities:** Follow all instructions and advice issued by local emergency authorities.
 3. **Account:** Conduct a headcount to ensure all participants are safe and accounted for.
 4. **Communicate:** As soon as it is safe, the Tour Leader must contact the MAMS Home Base to report the group's status and location.⁹⁰
 5. **Secure Documents:** Secure all passports, travel documents, and the emergency folder in a safe, waterproof location.⁹⁰

Part V: Appendices

A. Destination-Specific Risk Profiles & Guidance

Australia

- **Legal Framework:** The primary legal principle is a statutory duty of care. Several states have laws making it an 'Offence to inadequately supervise children'.⁸² All organisations working with children must adhere to the National Principles for Child Safe Organisations, which mandate creating a culture of child safety through robust policies, procedures, and training.⁹⁴
- **Key Safety Advice:**
 - **Sun Safety:** Australia has one of the highest rates of skin cancer in the world. Sun protection (hat, sunscreen, protective clothing) is mandatory for all outdoor activities.
 - **Water Safety:** Beaches can have dangerous rip currents. Students must only swim at patrolled beaches between the red and yellow flags if permitted by their parents through a written undertaking. Be aware of marine stingers in tropical waters.
 - **Wildlife:** While unlikely in urban areas, be aware of venomous snakes and spiders in bushland settings. Do not approach or handle any wildlife.
 - **Bushfires:** During summer months, be aware of the local fire danger rating and follow all instructions from authorities.
- **Emergency Numbers:**
 - **Triple Zero (000):** For Police, Fire, and Ambulance emergencies.⁹⁸
 - **State Emergency Service (SES):** 132 500 for assistance in storms and floods.¹⁰⁰

United Kingdom

- **Legal Framework:** The primary legal principle is the common law 'Duty of Care', benchmarked against the standard of a "reasonably careful parent".¹³ While there is no specific legal age for leaving a child unsupervised, it is an offence if doing so places them at risk. For organised tours with minors, continuous and adequate supervision is the expected legal standard.¹⁰²
- **Key Safety Advice:**
 - **Road Safety:** Traffic drives on the left. Students from India must be repeatedly reminded to look RIGHT first before crossing a street.
 - **Security:** In major cities like London, maintain a high level of awareness in crowded public places and on public transport. Be vigilant for pickpockets and be aware of the national terrorism threat level.⁹³
 - **Weather:** The weather can change rapidly. All participants should be prepared with layered clothing and waterproof jackets (or umbrellas), even in summer.

- **Emergency Numbers:**
 - **999 or 112:** For Police, Fire, and Ambulance emergencies.¹⁰⁴
 - **111:** For non-emergency NHS medical advice.¹⁰⁶

South Africa

- **Legal Framework:** The legal principle of *in loco parentis* is central, meaning staff are expected to act in the place of a parent, making decisions in the child's best interests.²⁰ The law also defines the age of criminal capacity, which is relevant for understanding youth behaviour.¹⁰⁸
- **Key Safety Advice:**
 - **Crime:** There is a high level of crime. Do not walk the streets after dark; always use pre-booked, reputable taxis or the tour coach. Avoid displaying valuables like expensive cameras, jewellery, or large amounts of cash. Keep vehicle doors locked and windows up when travelling.⁸⁹
 - **Health:** Malaria is a serious risk in certain regions (see Section 5.3). Tap water in major cities is generally safe, but bottled water is recommended in all other areas.
 - **Wildlife:** When on safari or in game reserves, never get out of the vehicle unless instructed by a qualified guide. Do not feed or approach any animals.⁸⁹
- **Emergency Numbers:**
 - **10111:** Nationwide emergency number for the South African Police Service.¹¹¹
 - **10177:** Nationwide emergency number for Ambulance and Fire.¹¹¹
 - **112:** Can be dialled from any mobile phone and will route to the nearest emergency service.¹¹¹

Spain

- **Legal Framework:** Civil law duty of care and vigilance applies to schools and tour organisers, holding supervising adults responsible for student safety.
- **Key Safety Advice:**
 - **Urban Safety:** Watch for pickpockets in crowded tourist areas; supervise students closely.
 - **Road Safety:** Traffic drives on the right; always follow crossing instructions.
 - **Weather:** Summer heat can be extreme; maintain hydration and sun protection.
 - **Health:** Tap water is generally safe; follow basic hygiene and vaccination guidelines.

Emergency Numbers:

- **112** – Police, Fire, Ambulance (nationwide, works from any phone)

B. Key Forms and Checklists (Templates)

The following templates will be developed as standalone documents for operational use.

- **Tour-Specific Risk Assessment Form:** A structured template based on the process in Section 2.2. It will include columns for: Hazard Identification, Who is at Risk, Initial Risk Rating (Likelihood x Severity), Existing Control Measures, Residual Risk Rating, and Further Action Required (with person responsible and deadline).²³
- **Parental Consent and Medical Information Form:** A comprehensive form requiring: Student Details, Parent/Guardian Emergency Contacts, Doctor's Contact, Insurance Details, Medical History, Allergies, Dietary Needs, Medication Details, and signed consents for participation, emergency medical treatment, and administration of medication.
- **Staff/Volunteer Code of Conduct Agreement:** A signable document outlining the professional behaviour standards detailed in Section 7.2.
- **Student Code of Conduct Agreement:** A signable document outlining the behavioural expectations detailed in Section 7.1.
- **Incident/Accident Report Form:** A formal document to record any incident. It will include fields for: Date/Time/Location of Incident, Name(s) of Person(s) Involved, Factual Description of Events, Nature of Injury/Issue, Immediate Action Taken, Witnesses, and Follow-up Action Required.
- **Daily Headcount and Room Check Log:** A simple daily log sheet for the Tour Leader to record that mandatory headcounts and nightly room checks have been completed.

C. Contact Directory

A consolidated contact sheet will be carried by all staff members.

- **MAMS Home Base 24/7 Emergency Contact (India):** [Primary Number],
- **Insurance Provider 24/7 Assistance Line:** [Provider Name], [Policy Number], [International Phone Number]
- **Indian High Commissions/Consulates:**
 - **Australia (Canberra):** [Phone Number]
 - **United Kingdom (London):** [Phone Number]
 - **South Africa (Pretoria):** [Phone Number]
- **Tour-Specific Contacts:**
 - **Accommodation:** [Hotel Name, Address, Phone Number for each location]
 - **Coach Operator:** [Company Name, 24/7 Operations Number]
 - **Key Cricket Venues:** [School/Club Name, Contact Person, Phone Number]

Part VI: International Travel Policies & Procedures

This section outlines the formal policies and standardised procedures that govern all MAMS Cricket Academy international tours. These policies are subject to continuous review and annual updates to ensure they reflect the latest best practices and legal requirements.

1.0 Medical and Medication Policy

- **Policy Statement:** MAMS is committed to managing the health and medical needs of all participants effectively and safely. This requires a partnership between the Academy, parents/guardians, and the students themselves. Full and honest disclosure of all medical information is a prerequisite for travel.
- **Procedure for Medical Information:**
 1. The *MAMS Medical Information & Consent Form* must be completed by a parent/guardian for every student.
 2. All forms will be reviewed by the Tour Director and a designated first-aid qualified staff member to identify any specific care plans or risk mitigations needed.
 3. For students with significant pre-existing conditions, a supplementary *Individual Healthcare Plan* may be required, developed in consultation with the parents and the student's doctor.
 4. All medical information is confidential and will be shared only with relevant staff on a need-to-know basis. Physical copies will be carried securely by the Tour Leader and a designated first aider on tour.¹²⁶
- **Procedure for Medication Management:**
 1. Parents must provide all medication in its original packaging, clearly labelled with the student's name and dosage instructions.¹²⁶
 2. A *Medication Authorisation Form* must be completed, giving consent for staff to administer medication or for the student to self-administer, where appropriate.
 3. All medication (except for emergency items like inhalers) will be stored securely by the designated first aider.
 4. A *Medication Administration Log* will be used to record every instance of medication being administered.

2.0 Application and Documentation

- **Application Process:** All students wishing to participate in a tour must complete the *MAMS Tour Application Pack*, which includes the following mandatory forms:
 - **Student Application Form:** Basic details and confirmation of eligibility.
 - **Parental Consent Form:** A comprehensive consent form covering participation, emergency medical treatment, and agreement to the tour's terms and conditions.¹²⁴
 - **Medical Information & Consent Form:** As detailed in section 1.0 above.
 - **Student Code of Conduct Agreement:** Signed by both the student and a parent/guardian.
 - **Passport & Visa Information Form:** Including a clear copy of the student's passport photo page.
- **Staff and Volunteer Forms:** All accompanying adults must complete:
 - **Staff/Volunteer Application Form.**
 - **Staff Code of Conduct Agreement.**
 - Provide all necessary vetting and screening documentation (see section 4.0 below).

3.0 Planning Timeframes & Checklists

- **Master Tour Timeline:**
 - **10-12 Months Prior:** Tour destination and dates finalised. Initial announcement to schools and parents.
 - **9 Months Prior:** Information evening. Application packs distributed. First deposit due.
 - **6 Months Prior:** Second payment instalment due. All passport and visa documentation submitted. Medical forms distributed.
 - **3 Months Prior:** Final payment due. Proof of comprehensive travel insurance required from all participants. Visa applications to be submitted.
 - **8 Weeks Prior:** Participants advised to consult their GP for travel health advice and vaccinations.
 - **4 Weeks Prior:** Mandatory pre-departure briefing for all students and parents. Final itinerary and contact lists distributed.
- **Parent & Student Pre-Tour Checklist:**
 - ☐ Passport has at least 6 months validity from the return date.
 - ☐ Necessary visas have been obtained.
 - ☐ All application and consent forms submitted.
 - ☐ All payments made by deadlines.
 - ☐ Travel and medical insurance policy purchased and copy provided to MAMS.
 - ☐ GP/Travel Clinic consulted for vaccinations and health advice.
 - ☐ All required medications obtained and packed with authorisation forms.
 - ☐ Attended the mandatory pre-departure briefing.
 - ☐ Emergency contact details for the tour are saved.

4.0 Staff Vetting and Recruitment

- **Policy Statement:** MAMS will only engage staff and volunteers who are deemed suitable to work with children, following a robust and documented screening process.¹²⁷
- **Procedure:**
 1. **Application:** All candidates must complete the standard application form.
 2. **Interview:** All candidates will be interviewed by a panel including a senior MAMS staff member.
 3. **Reference Checks:** A minimum of two professional references will be contacted and verified.
 4. **Screening Checks:** All candidates must provide evidence of the required criminal record and child safety checks for India and all destination countries (e.g., Police Check, WWCC, DBS).¹²⁸ These checks will be verified for authenticity and currency.
- **Sample Vetting Questions for Staff/Volunteers:**
 - "Describe your experience working with young people in a supervisory role."
 - "What do you understand by the term 'professional boundaries' when working with teenagers?"
 - "Imagine a student tells you they are feeling bullied by another student on the tour. How would you respond?"
 - "What steps would you take to ensure the safety of a small group of students during a supervised free time activity in a city centre?"
 - "How would you handle a situation where a student is refusing to follow a direct safety instruction?"

Part VII: MAMS Academy Staff Training Programme

1.0 Full International Travel Safety Training Course (4 Hours)

This mandatory online course is for all MAMS staff, coaches, and volunteers accompanying an international tour. It is designed to ensure all supervising adults have a comprehensive understanding of the HSSMS and their roles and responsibilities.

- **Module 1: Foundations of Safety (60 mins)**
 - The MAMS Safety Culture and Duty of Care.
 - Legal Frameworks: Understanding responsibilities under Indian law (POCSO, JJ Act) and the concept of 'in loco parentis' in destination countries.¹¹⁸
 - Introduction to International Standards: STF and ISO 31031.¹²⁵
 - Roles and Responsibilities: Tour Leader, Supervising Staff, and the Chain of Command.
- **Module 2: Proactive Risk Management (60 mins)**
 - Understanding the MAMS Risk Management System (RMS).
 - How to Read and Use a Tour-Specific Risk Assessment.
 - The Concept and Practice of Dynamic Risk Assessment on tour.¹²⁹
 - Identifying and Mitigating Common Tour Hazards (Transport, Accommodation, Activities).
- **Module 3: Safeguarding and Supervision in Practice (90 mins)**
 - The Staff and Student Codes of Conduct.
 - Maintaining Professional Boundaries.
 - Supervision Strategies: Ratios, headcounts, buddy system.
 - Managing High-Risk Scenarios: Accommodation supervision, curfews, and managing "free time".
 - Digital Safety and Photography Policies.
 - Recognising and Reporting Safeguarding Concerns: Procedures for disclosure and escalation.
- **Module 4: Emergency Preparedness (30 mins)**
 - Overview of the Emergency Response Procedures (ERP).
 - The Emergency Communication Tree.
 - Initial Actions for Critical Incidents (Lost student, medical emergency, security threat).

2.0 Risk Management & Outsourcing Course (2 Hours)

This advanced online course is mandatory for all Tour Directors and Tour Leaders responsible for

planning and leading tours.

- **Module 1: Advanced Risk Assessment (45 mins)**
 - Deep dive into the ISO 31031 risk management process.¹¹⁴
 - Conducting a comprehensive, documented risk assessment from scratch.
 - Using the risk matrix to analyse and evaluate hazards effectively.
 - Developing a robust Risk Treatment Plan.
- **Module 2: Vetting and Managing Third-Party Suppliers (45 mins)**
 - Due diligence procedures for accommodation, transport, and activity providers.¹²⁶
 - Essential documentation to collect: Insurance certificates, licenses, safety policies.
 - Establishing clear contractual safety and service level agreements.
 - On-site checks and ongoing supplier monitoring.
- **Module 3: Post-Incident Management and Review (30 mins)**
 - Incident reporting and investigation techniques.
 - Conducting a post-tour debrief.
 - Using lessons learned for continual improvement of the HSSMS.

Part VIII: MAMS Student Pre-Tour Safety Training

This 50-minute online course is a mandatory component of the pre-departure preparations for all student-athletes. It will be completed prior to the main pre-tour briefing.

- **Module 1: Welcome to the Team (10 mins)**
 - You are an Ambassador: Representing MAMS, your school, and India.
 - Understanding the Student Code of Conduct: Respect, rules, and consequences.
 - Cultural Sensitivity: Being a respectful guest in another country.
- **Module 2: Group Safety is Your Responsibility (15 mins)**
 - The Buddy System: Looking out for your teammate.
 - Why Headcounts Matter: The importance of being present and accounted for.
 - Staying with the Group: Rules for excursions and public spaces.
 - Understanding the Role of Your Supervisors.
- **Module 3: Personal Safety and Awareness (15 mins)**
 - Keeping Your Belongings Safe: Passports, money, and valuables.
 - Situational Awareness: Being alert in cities, on public transport, and in crowds.
 - Hotel Safety: Room security and rules.
 - Digital Safety: Rules for photos, videos, and social media.
- **Module 4: What to Do If... (10 mins)**
 - You feel unwell or get injured.
 - You get separated from the group.
 - You have a safety concern or worry.
 - Understanding the 'Run, Hide, Tell' protocol for major incidents.
 - Knowing who to talk to: Your MAMS Tour Leader.

Part IX: International Travel Handbook For Accompanying Teachers

This handbook is provided to all teachers from our partner schools who are accompanying a MAMS Cricket Academy tour. It serves as a practical, on-the-ground reference guide.

- **1. Introduction: Your Role in Our Partnership**
 - Welcome and thank you for your support.
 - Defining your role: Pastoral care, school liaison, and supporting MAMS staff.
 - Understanding the MAMS Duty of Care framework.
- **2. The MAMS Team: Who's Who on Tour**
 - The MAMS Tour Leader: Overall authority and your primary point of contact.
 - MAMS Coaches & Staff: Their roles and responsibilities.
 - Chain of Command: How we work together, especially in an emergency.
- **3. Key MAMS Policies for Your Awareness**
 - A summary of our Supervision Policy and Ratios.
 - A summary of the Student and Staff Codes of Conduct.
 - A summary of our policy for managing "Free Time".
 - Our zero-tolerance policy on alcohol for staff and prohibited items for students.
- **4. Supporting Student Health and Wellbeing**
 - Recognising signs of homesickness, fatigue, and anxiety.
 - Encouraging students to report any health or wellbeing concerns.
 - Process for medication management (liaising with the MAMS first aider).
- **5. Emergency Procedures: Your Role**
 - Familiarisation with the MAMS Emergency Communication Tree.
 - Your role in a critical incident: crowd control, accounting for students, and following the Tour Leader's instructions.
 - Key emergency contact numbers (MAMS Tour Leader, MAMS India Base).
- **6. Pre-Tour Checklist for Accompanying Teachers**
 - [] Attended MAMS pre-tour briefing for accompanying staff.
 - [] Received and reviewed the final tour itinerary and risk assessment.
 - [] Have contact details for the MAMS Tour Leader and India Base.
 - [] Have copies of your own school's emergency contact list and any relevant policies.
 - [] Have provided MAMS with your own emergency contact and medical details.

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- Enhanced DBS check
- FA Safeguarding Children
- FA Emergency First Aid
- UEFA C in coaching football (minimum qualification)

Crisis Management Plan (CMP)

Crisis Management Plan (CMP)

1.0 Purpose and Scope

This Crisis Management Plan (CMP) provides the strategic framework for the MAMS Cricket Academy Directorate and Home Base staff in India to manage a major crisis affecting an international tour.

This plan is distinct from the on-tour **Emergency Response Procedures (ERP)**, which are tactical and guide the immediate actions of the Tour Leader on the ground. This CMP is a **strategic** plan that is activated to manage the wider organisational response, including stakeholder communication, resource deployment, and high-level decision-making.

This plan is activated in the event of a **Level 3 (Critical) Incident**.

2.0 Definition of a Crisis (Level 3 Incident)

A crisis is defined as any event that poses a significant and immediate threat to the life, health, or safety of tour participants, or which has the potential to cause major disruption, reputational damage, or legal liability for MAMS Academy. Examples include, but are not limited to:

- Death or multiple serious injuries of tour participants.
- A missing person or suspected abduction.
- A major transport accident (e.g., coach crash).
- Terrorist attack, political unrest, or civil disturbance in the tour location.
- Natural disasters (e.g., earthquake, major flood) affecting the group.
- Any situation requiring a full-scale evacuation or cancellation of the tour.

3.0 The Crisis Management Team (CMT)

Upon activation of this plan, a dedicated Crisis Management Team (CMT) will be convened at the MAMS Home Base in India.

Role	Position	Key Responsibilities
Crisis Director	MAMS Academy Director	Overall command, strategic decision-making, authorises all major actions and communications.
Operations Lead	Head of Operations	Manages the logistical response, liaises with the Tour Leader, coordinates with insurance/assistance providers, and arranges travel/evacuation.
Communications Lead	Head of Marketing/PR	Manages all internal and external communications, acts as the sole media spokesperson, and drafts all official statements.[16]
Welfare Lead	Senior Administrator	Manages all communication with parents/guardians and partner schools, ensuring a compassionate and consistent flow of information.
Legal Counsel	MAMS Legal Advisor	Provides advice on legal obligations, liability, and regulatory compliance.
Scribe/Log Keeper	Administrator	Maintains a detailed, time-stamped log of all information received, decisions made, and actions taken.[17]

4.0 Activation and Immediate Response

1. **Activation Trigger:** The CMP is activated by a call from a Tour Leader to the **MAMS 24/7 Home Base Emergency Line** reporting a Level 3 incident.
2. **Immediate Actions:** The staff member receiving the call will:
 - Gather essential facts: What happened? Where? Who is involved? What is the current status?
 - Immediately notify the **Crisis Director**.
 - The Crisis Director will formally activate the CMP and convene the full CMT (physically or virtually).
3. **CMT First Meeting:** The initial objectives of the CMT are to:
 - Establish a clear and accurate understanding of the situation based on facts.
 - Confirm the safety and whereabouts of all tour participants.
 - Establish a secure communication link with the Tour Leader.
 - Agree on and draft an initial holding statement for internal and external use.[18]
 - Assign initial tasks to each CMT member based on their roles.

5.0 Strategic Response & Communication Protocols

5.1 Information Management

The CMT will operate from a designated "Crisis Room" (physical or virtual) and will maintain a single, authoritative log of events. This ensures a **"single source of truth"** to prevent misinformation.

5.2 Stakeholder Communication

All external communication will be managed and approved by the CMT. On-tour staff are instructed **not** to speak to parents or the media directly.

- **Parents/Guardians:**
 - The **Welfare Lead** is the sole point of contact.
 - Initial contact will be made as soon as facts are verified.
 - Communication will be empathetic, honest, and regular. A schedule for updates will be established.
- **Media:**
 - The **Communications Lead** is the sole spokesperson.
 - All media inquiries will be directed to them.
 - A prepared holding statement will be used initially, followed by approved press releases. The principle is "tell it all, tell it fast, tell the truth."
- **Partner School(s):** The Welfare Lead will liaise directly with the school's senior leadership, providing them with regular, confidential updates.
- **External Authorities:** The Operations Lead will manage communication with:
 - **Insurance/Assistance Provider (e.g., International SOS):** To formally activate the policy and coordinate medical, security, or evacuation support.
 - **Indian High Commission/Consulate:** To report the incident and seek consular assistance if required.
 - **Local Authorities:** To receive updates from police or emergency services, coordinated through the Tour Leader on the ground.

6.0 Decision-Making and Post-Crisis Actions

- **High-Level Decisions:** Critical decisions such as tour cancellation or group evacuation will be made by the **Crisis Director**, based on input from the full CMT and advice from on-the-ground authorities and assistance providers.
- **Post-Crisis Debrief:** Once the immediate crisis is resolved, the CMT will conduct a full debrief with the on-tour staff to review the response and identify lessons learned.
- **Ongoing Support:** The Welfare Lead will oversee the provision of post-tour support, including counselling services for students and staff affected by the incident.
- **Plan Review:** The debrief findings will be used to formally review and update this Crisis Management Plan and all related safety documents to ensure continuous improvement.

Digital Communication Policy & Strategy

Communication Policy & Strategy

1.0 Policy Statement & Purpose

A clear, structured, and tiered communication strategy is essential for the safe and efficient operation of all MAMS International Tours. The purpose of this policy is to ensure that:

- Critical communication lines are kept clear for emergencies.
- Parents/guardians are kept appropriately informed and reassured.
- On-tour staff can coordinate logistics effectively.
- All communication is professional, accurate, and timely.

This tiered strategy prevents misinformation, manages expectations, and allows the tour staff to focus on their primary duty: the safety and well-being of the students.[21, 22]

2.0 Communication Channels & Protocols

2.1 Level 1: Critical Incidents & Emergencies

This level is for urgent, time-sensitive information related to the health, safety, or security of an individual student or the entire group.

- **Channel:** Direct phone calls.
- **Protocol:**
 1. **On-Tour Staff to Tour Leader:** Any staff member witnessing an incident reports it immediately to the Tour Leader by phone.
 2. **Tour Leader to MAMS Home Base:** The Tour Leader's first call after managing the immediate situation is to the MAMS 24/7 Home Base Emergency Line in India.
 3. **MAMS Home Base to Parents/Guardians:** MAMS Home Base is the **sole point of contact** for communicating with the parents/guardians of any affected student(s). This ensures information is verified, accurate, and delivered compassionately and professionally.
- **Rule:** Parents/guardians are explicitly instructed **not** to call the Tour Leader or students' phones during a known emergency, as this can block critical lines needed for emergency services and coordination.[3]

2.2 Level 2: Routine Tour Updates (Parent-Facing)

This level is for providing regular, non-urgent updates to keep parents/guardians informed and engaged with the tour's progress.

- **Channel:** A private, one-way communication platform. Options include:
 - A **WhatsApp Broadcast List** (preferred for simplicity).
 - A dedicated school communication app (e.g., ClassDojo).
 - A daily summary email.
- **Protocol:**

- The Tour Leader or a designated staff member is responsible for posting updates.
 - **Frequency:** A minimum of one update will be posted each day, typically in the evening (local time).
 - **Content:** Updates will be positive and informative, including items like: "The team has arrived safely at our hotel," match results, highlights of the day's activities, and a few group photos.
- **Rule:** This channel is for information dissemination only. It is not a forum for two-way conversation or individual queries. All non-emergency questions should be directed to the MAMS office in India during business hours.

2.3 Level 3: Internal Staff Coordination

This level is for on-the-ground logistical communication between the Tour Leader and all accompanying adults.

- **Channel:** A dedicated, private group chat (e.g., a Staff-Only WhatsApp group).
- **Protocol:**
 - The group will include the Tour Leader and all MAMS staff, coaches, and vetted volunteers on the tour.
 - **Content:** This channel is for operational and logistical messages only. Examples include: "Morning briefing in the lobby in 15 minutes," "Bus is running 10 minutes late," "Headcount complete, all 20 students accounted for," "Remember to enforce sun hat rule before we leave." [23]
- **Rule:** This channel is for professional, logistical communication only. It is not for casual conversation or for discussing confidential student information. Any sensitive student issues must be discussed in person.

Post-Tour Review Process

Post-Tour Review & Continual Improvement Process

1.0 Purpose & Commitment to Excellence

In line with the principles of leading international standards like ISO 31000 and the School Travel Forum (STF) Code of Practice, MAMS Cricket Academy is committed to a process of continual improvement for its Health, Safety, and Safeguarding Management System (HSSMS).[24, 25] A formal post-tour review process is a critical component of this commitment.

The purpose of this process is to systematically gather and analyse feedback from all key stakeholders to identify successes, address challenges, and implement improvements that enhance the safety, quality, and educational value of all future tours.[8]

2.0 Feedback Collection

To ensure a comprehensive and balanced review, feedback will be actively sought from three distinct groups: students, parents/guardians, and all accompanying adults (MAMS staff and volunteers).

- **Method:** A dedicated online survey will be sent to each stakeholder group via email.
- **Timeline:** Surveys will be distributed within **seven (7) working days** of the tour's return to India. A reminder will be sent one week later, with the survey closing after 14 days.
- **Survey Content Areas:** While questions will be tailored to each group, the surveys will gather feedback on key areas including:
 - **Pre-Tour:** Quality and timeliness of information, clarity of communication, effectiveness of briefings.
 - **Itinerary:** Pacing, quality of cricket fixtures/training, educational and cultural value of activities.
 - **Logistics:** Quality of accommodation, transport, and food.
 - **Safety & Supervision:** Perceptions of safety, effectiveness of supervision, clarity of rules.
 - **MAMS Staff:** Professionalism, supportiveness, and communication of the Tour Leader and staff.
 - **Overall Experience:** Key highlights, challenges, and suggestions for future tours.

3.0 Formal Review Process

The collected feedback, along with internal reports, will be analysed in a formal debriefing session.

- **Debrief Meeting:** A formal post-tour debrief meeting will be held between the Tour Director, Tour Leader, and a member of the MAMS Directorate.
- **Timeline:** This meeting will take place within **one month** of the tour's conclusion.

- **Agenda:** The meeting agenda will include a structured review of:
 1. The **Tour Leader's Official Report**, including the daily logs.
 2. All **Incident/Accident Report Forms** submitted during the tour.
 3. A summarised, anonymised report of the key findings and trends from the **student, parent, and accompanying adult surveys**.
 4. A financial review against the tour budget.

4.0 Action & Continual Improvement

The outcome of the review process is a set of actionable steps to ensure organisational learning and improvement.

- **Action Plan:** Based on the debrief, a formal **Tour Action Plan** will be created. This document will list all identified areas for improvement and assign specific, measurable, achievable, relevant, and time-bound (SMART) actions to responsible individuals.
- **HSSMS Update:** The findings from the review process and the subsequent action plan will serve as primary inputs for the **annual review and update of the MAMS Health, Safety, and Safeguarding Management System (HSSMS)** and all associated documents (handbooks, forms, training materials, etc.). This ensures that our policies and procedures evolve and consistently reflect best practices and lessons learned from real-world experience.

II. Pre-Tour & On-Tour Operational Documents

II. Pre-Tour & On-Tour Operational Documents:

1. **International Travel Handbook for Accompanying Adults:**
The detailed, practical guide for teachers and volunteers, outlining their roles, responsibilities, and key on-tour procedures.
2. **Parent & Student Tour Pack:**
The comprehensive pre-tour information package consolidating the itinerary, packing lists, codes of conduct, safety protocols, and FAQs for families.
3. **Tour-Specific Risk Assessment Form:**
The template used by Tour Directors and Leaders to identify, evaluate, and mitigate risks for each specific tour.
4. **Tour Contact Directory:** The pocket-sized emergency contact card for all participants, listing key MAMS numbers, local emergency services, insurance details, and diplomatic missions.

International Travel Handbook

International Travel Handbook for Accompanying Adults

1.0 Introduction: Our Partnership in Student Welfare

Welcome, and thank you for taking on the vital role of an accompanying adult on a MAMS Cricket Academy international tour. Whether you are a teacher from our partner school or a vetted volunteer, your contribution is essential to the success and safety of the experience for our student-athletes.

This handbook is your practical, on-the-ground guide. It outlines the MAMS safety framework, clarifies your specific roles and responsibilities, and details the procedures we will follow together. MAMS Cricket Academy, as the tour operator, holds the ultimate operational responsibility and legal duty of care for all participants.[1, 2] Your role is to act as an integral part of our supervisory team, operating under the direction of the MAMS Tour Leader to collectively ensure the students' wellbeing.

When supervising minors on our tours, you are acting *in loco parentis*—in the place of a reasonably careful parent. This is a significant responsibility, and this guide is designed to empower you to carry it out confidently and effectively.

2.0 Pre-Tour Preparation: Your Checklist for Success

Thorough preparation is the foundation of a safe and successful tour. Before departure, all accompanying adults are required to:

- **[] Attend all Mandatory Briefings:** Participate in all pre-tour meetings organised by MAMS. These sessions will cover the itinerary, risk assessments, your specific duties, and emergency procedures.[3]
- **[] Review Key Documents:** Carefully read and understand the following:
 - The final Tour Itinerary.
 - The Tour-Specific Risk Assessment.
 - The Student Code of Conduct.
 - The Staff/Volunteer Code of Conduct.
- **[] Submit Personal Information:** Provide MAMS with your own completed medical information form and emergency contact details. This is crucial for your own safety and for our insurance purposes.[3]
- **[] Understand the Students:** If you are a teacher, please share any relevant, non-confidential insights about students' needs, anxieties, or potential behavioural challenges with the MAMS Tour Leader. This proactive communication helps us provide better support.[4, 5]
- **[] Prepare for Your Supervisory Role:**
 - Familiarise yourself with the names and faces of the students, particularly those who may be assigned to your direct supervision group.
 - Save all key contact numbers in your phone before departure.

3.0 On-Tour Operations: Key Policies and Procedures

To ensure consistency and safety, all tour participants operate under the MAMS Health, Safety, and Safeguarding Management System. Your active support in implementing these policies is critical.

3.1 Supervision: Our First Line of Safety

Effective supervision is proactive, not reactive. It requires constant vigilance and adherence to established protocols.

- **Supervision Ratios:** MAMS adheres to strict staff-to-student ratios (e.g., 1:10 in cities, 1:12 on transport). These are minimums and may be increased based on the activity. Your presence is essential to maintaining these ratios.[3]
- **Headcounts:** Formal headcounts are non-negotiable. Expect them before departing from *any* location — the hotel, a venue, a restaurant. Please assist the Tour Leader by ensuring students in your vicinity are present and quiet during the count.
- **The Buddy System:** Every student is paired with a "buddy." Encourage students to look out for each other. This is a key layer of peer-to-peer accountability.[4]
- **Positioning:** On a coach, in a museum, or at a venue, supervising adults should be strategically spread out among the students, not clustered together. This ensures all students are within sight and reach of an adult.[6]

3.2 Accommodation: Creating a Safe Haven

The hotel is our home base, and specific rules apply to ensure it remains a safe and secure environment, especially overnight.

- **Rooming:** Staff and students will never share sleeping rooms. Staff rooms will be located on the same floor as students where possible, to facilitate supervision.[4, 7]
- **Curfews:** A strict nightly curfew will be enforced by the Tour Leader. All students must be in their own assigned rooms by this time.[3]
- **Room Checks:** MAMS staff will conduct nightly room checks. To protect both students and adults from potential allegations, these checks are **always** performed by two adults together.[8] You may be asked to assist with this duty.
- **General Security:** Remind students to keep their room doors locked and not to open them to strangers. No student should ever be in a staff member's room, and vice versa.[9]

3.3 Managing "Free Time": Remote Supervision in Practice

Student "free time" is never unsupervised; it is **remotely supervised** within a controlled environment.[4] This is a period of heightened risk that requires active management.

- **Boundaries:** The Tour Leader will set strict, clear physical and time boundaries for any free time (e.g., "this specific shopping plaza, back at the entrance at 4:00 PM sharp").[8]
- **Group Size:** Students must remain in groups of at least three or four. No student is ever permitted to be alone.
- **Your Role:** During these periods, accompanying adults will be positioned strategically within the designated area to be a visible presence, monitor boundaries, and act as a point of contact if students need help.

4.0 Student Health and Wellbeing: A Pastoral Duty

Your role extends beyond logistics to include pastoral care. You are often a familiar and trusted adult for the students.

- **First Aid:** MAMS will have designated, qualified first-aiders on every tour. In the event of an injury, your role is to support them by keeping other students calm and clear of the area, and following the directions of the first-aider or Tour Leader. **Do not administer any medication to students**, as this is the responsibility of the designated MAMS staff who maintain a detailed log.[6]
- **Identifying Concerns:** Be alert to students who seem unwell, fatigued, anxious, or withdrawn. Homesickness is common and can manifest in various ways. Report any such concerns to the Tour Leader so we can provide appropriate support.[5]
- **Diet and Hydration:** Encourage students to drink plenty of water, especially in warmer climates, and to make sensible food choices. All dietary requirements will have been pre-arranged by MAMS, but be vigilant for any potential issues.[10, 11]
- **Your Own Wellbeing:** You cannot care for others if you are not caring for yourself. Ensure you get adequate rest, stay hydrated, and follow sun safety protocols. Inform the Tour Leader immediately if you yourself feel unwell.

5.0 Safeguarding and Child Protection: A Non-Negotiable Commitment

Every adult on a MAMS tour has an absolute responsibility to protect children from harm. Our policies are designed to create a transparent and safe environment for all.

- **The Staff Code of Conduct:** This is a condition of your participation. Key principles include:
 1. **Professional Boundaries:** Always maintain a professional relationship with students. Do not share overly personal information or show favouritism. All communication, including digital, must be professional and transparent.[3]
 2. **No One-on-One Situations:** Never be alone with a single student in a private setting (e.g., a hotel room, a vehicle). If a private conversation is necessary, ensure it happens in a visible area or with the door open, with the Tour Leader's knowledge.[7]
 3. **Zero-Tolerance on Alcohol:** Accompanying adults are strictly prohibited from consuming alcohol while on duty or at any time that could impair their ability to supervise students.[3]
- **Responding to a Concern:** If a student discloses something to you that suggests they have been harmed or are at risk of harm, you must follow this procedure:
 1. **Listen Calmly:** Do not interrupt, probe for details, or show shock.[12]
 2. **Reassure:** Tell them they did the right thing by telling someone.[12]
 3. **Do Not Promise Confidentiality:** Explain that you must share this information with specific people who are trained to help.[12]
 4. **Report Immediately:** Report the conversation to the MAMS Tour Leader without delay. This is your primary and most critical action.[12]
 5. **Record:** Make a factual, written note of what was said as soon as possible.[12]
- **Your Role is to Report, Not Investigate:** It is not your responsibility to determine if abuse has occurred. Your duty is to report any concern, however small, to the designated safeguarding lead (the Tour Leader), who will then follow the formal MAMS procedure.

6.0 Emergency Procedures: Your Role in a Crisis

In the event of a critical incident, a clear, calm, and structured response is essential. The MAMS Tour Leader is in command of all on-site incident management.

- **Your Primary Responsibilities:** In any emergency, your role is to support the Tour Leader by:
 - **Following Instructions:** Listen to and follow all directions from the Tour Leader immediately and without question.
 - **Managing Students:** Your most valuable contribution is to help gather, calm, and supervise the students who are not directly involved in the incident. Move them to a safe location as directed.
 - **Assisting with Headcounts:** Help the Tour Leader quickly account for every single student.
 - **Communication Discipline:**
 - **No Media Contact:** You are not authorised to speak to the media under any circumstances. All media communication will be handled by the MAMS Directorate.[4]
 - **No Parent Contact:** Do not contact parents directly during an emergency. This is to prevent misinformation and keep phone lines clear. MAMS will manage all communication with parents through a single, official channel to provide accurate and timely updates.[3]
-

Appendix: Quick-Reference Contacts

- **MAMS Tour Leader:** [Name and Number]
- **MAMS India Home Base (24/7 Emergency Line):** [+91 Number]
- **Local Emergency Services (Police/Fire/Ambulance):**
 - **Australia:** 000 [13]
 - **UK:** 999 or 112 [14]
 - **South Africa:** 10111 (Police), 10177 (Ambulance), or 112 (from mobile) [15]
 - **Spain:** 112 – Police, Fire, Ambulance (nationwide, works from any phone)

We are confident that with your diligent support, this tour will be a safe, enriching, and memorable experience for every student. Thank you for being part of the team.

Sample Tour Info Pack

Sample International Tour Information Pack

Destination: [e.g., United Kingdom] **Tour Dates:** [e.g., 1st July - 15th July 2026]

1. Welcome from MAMS Sports Tours

Dear Students and Parents/Guardians,

Welcome to the MAMS Sports Tours International Tour! We are thrilled to embark on this incredible journey of sport, culture, and personal growth. This tour is designed not only to enhance cricketing skills through high-level competition and coaching but also to broaden horizons and create lifelong memories.

Safety is our highest priority. This information pack contains everything you need to know to prepare for a safe and successful tour. Please read it carefully together. We look forward to an exceptional experience.

Sincerely, The MAMS Academy Directorate

2. Tour Itinerary Overview

(Note: This is a sample. A final, detailed itinerary will be provided at the pre-departure briefing.)

- **Day 1:** Depart from [Indian City]. Arrive in, transfer to accommodation. Welcome dinner and team briefing.
- **Day 2:** Morning training session at [Local Cricket Club]. Afternoon: Guided city tour of [Landmark].
- **Day 3:** Match 1 vs.. Post-match reception with the host team.
- **Day 4:** Cultural excursion to [Museum/Attraction]. Evening: Team-building activity.
- **Day 5:** Match 2 vs..
- **Day 6:** Rest and recovery. Supervised free time for souvenir shopping.
- **Day 7:** Depart from for return to India.

3. Comprehensive Packing List

Essentials (Carry-On Luggage):

- Passport & Visa (with at least 6 months validity).[5]
- Flight tickets / boarding passes.
- Copy of travel insurance policy.[5]
- MAMS Tour Contact Directory card.
- Any required personal medication in original packaging, with prescription.[16]
- Change of clothes.
- Snacks and a refillable water bottle.

Cricket Gear (Checked Luggage):

- Full cricket whites (2-4 sets).
- Training kit (shorts, t-shirts).
- Cricket bat, pads, gloves, helmet, thigh guard.
- Cricket spikes and training shoes.
- MAMS branded apparel (as provided).

General Clothing (Checked Luggage):

- Casual wear (jeans, t-shirts).
- Smart-casual outfit for receptions.
- Warm jacket/fleece and a waterproof jacket.
- Swimwear (if applicable).
- Sufficient socks and underwear.
- Sleepwear.

Miscellaneous:

- Toiletries.
- Sunscreen (SPF 30+), sunglasses, and a wide-brimmed hat.[17]
- Insect repellent (especially for South Africa).[18]
- Small backpack for day trips.
- Power adapter for the destination country.
- Personal spending money (local currency recommended).

What NOT to Bring:

- Valuable jewellery or excessive electronics.
- Any items prohibited by the Student Code of Conduct.

4. Codes of Conduct

Participation in this tour is conditional upon signing and adhering to the **MAMS Student Code of Conduct**. This document outlines our expectations for behaviour, respect, and safety. Parents/Guardians will also be required to sign, acknowledging their support for these rules and the stated consequences for any breaches.

5. Key Safety & Supervision Protocols

- **Supervision:** Students will be supervised by MAMS staff and accompanying adults at all times, with a minimum ratio of 1 adult to every 10-12 students.[19]
- **Accommodation:** Students will be in single-gender rooms. Staff will be in separate rooms on the same floor. Strict nightly curfews will be in place.[4]
- **Free Time:** All "free time" is remotely supervised within pre-defined, low-risk areas. Students must remain in groups of at least three.
- **Buddy System:** Every student will be assigned a "buddy" and will be responsible for

staying with them and knowing their whereabouts.[4]

6. Frequently Asked Questions (FAQs)

- **How much spending money should my child bring?**
 - We recommend approximately [Amount] in local currency for souvenirs, extra snacks, and personal items. All main meals and activities are included.
- **How can I contact my child during the tour?**
 - We will have a tiered communication system. For non-urgent updates, please follow the MAMS daily update channel (details to be provided). For emergencies, you can call the MAMS 24/7 Home Base number. We ask that you do not call students or staff directly during scheduled activities to maintain focus and safety.
- **What happens if my child gets sick?**
 - We have qualified first-aiders on every tour. For any serious illness or injury, we will seek immediate local medical attention and the Tour Leader will contact you directly via the MAMS Home Base. All participants must have comprehensive travel and medical insurance.[20]
- **What about dietary requirements?**
 - All dietary needs and allergies disclosed on the medical form will be communicated to our accommodation and meal providers.
- **Is the tour itinerary fixed?**
 - The itinerary is subject to change due to weather, travel delays, or other unforeseen circumstances. The Tour Leader will make any necessary adjustments with student safety as the top priority.

Tour-Specific Risk Assessment Form

Sample Tour-Specific Risk Assessment Form

This document must be completed by the Tour Director during the planning phase and reviewed by the Tour Leader prior to departure. It serves as the foundational safety plan for the tour and must be accompanied by dynamic, ongoing risk assessments on the ground.

Section 1: Tour Details

Tour Name:	
Destination(s):	
Dates of Travel:	From: To:
Assessment Undertaken By:	
Assessment Reviewed By:	
Brief Tour Outline: <i>Provide a summary of the tour's purpose, key locations, and main activities.</i>	

Section 2: Risk Assessment Matrix

Use the following matrix to determine the Risk Rating. The goal of control measures is to reduce all identified risks to a Low (acceptable) level. [1, 2]

Likelihood	Severity					
	1 - Insignificant (Minor first aid)	2 - Minor (Medical attention needed)	3 - Moderate (Serious injury, hospitalisation)	4 - Major (Long-term injury, disability)	5 - Severe (Fatality)	
5 - Almost Certain	Medium	High	High	Extreme	Extreme	
4 - Likely	Medium	Medium	High	High	Extreme	
3 - Possible	Low	Medium	Medium	High	High	
2 - Unlikely	Low	Low	Medium	Medium	High	
1 - Rare	Low	Low	Low	Medium	Medium	

Section 3: Risk Register

Hazard Category	Hazard Identification (What could go wrong?)	Who is at Risk?	Initial Risk Rating (Likelihood x Severity)	Existing Control Measures (What is already in place to manage this risk?) [1]	Residual Risk Rating (With controls)	Further Action Required (What else needs to be done?) [1, 3]
Transport (Air/Coach)	e.g., Road traffic accidents.	Students, Staff	Medium	Vetted coach operator with valid licenses, insurance, and maintenance program. Mandatory seatbelt policy. Driver hour limits enforced. [4]	Low	Brief students on coach safety and emergency exits.
Accommodation	e.g., Fire; Unauthorised access to student rooms.	Students, Staff	High	Vetted hotel with compliant fire safety systems. Strict rooming policy (no staff/student sharing). Nightly curfews and room checks by two staff members. [5, 6]	Low	Brief students on fire evacuation routes on arrival.
Sports Activities	e.g., Dehydration/h eatstroke during match; Musculoskeletal injury.	Students	Medium	Sun safety policy enforced (hats, sunscreen). Mandatory hydration breaks. Qualified first aiders present. Warm-up/cool-down protocols. [3]	Low	Monitor weather forecast and adjust match times if necessary.
Health & Medical	e.g., Food poisoning; Allergic reaction; Lost	Students, Staff	High	Students briefed on food/water safety. Medical forms collected for all participants. The designated	Low	Confirm locations of nearest hospitals at each tour location.

	medication.			first aider manages the medication log. [1]		
Security	e.g., Theft of passports/valuables in a public place.	Students, Staff	Medium	Students briefed on personal security. Use of hotel safes advised. Staff carry copies of passports. Buddy system in place. [7, 3]	Low	Provide students with emergency contact cards to carry at all times.
Environment	e.g., Dangerous rip currents at beaches in (Australia).	Students	High	Activity Avoidance: Swimming only at patrolled beaches between the flags. High supervision ratio.	Low	Brief students on how to identify a rip current.
Supervision	e.g., Students becoming separated from the group during free time.	Students	High	Remote supervision policy: free time only in pre-vetted areas with clear boundaries. Minimum group size of 3. Staff strategically positioned. [8]	Low	All students must have a Tour Leader's mobile number.
Safeguarding	e.g., Bullying between students; Inappropriate staff/student interaction.	Students	Medium	Signed Codes of Conduct for all participants. Staff trained on professional boundaries. Two-adult rule for room checks and one-on-one meetings. [9]	Low	Ensure all students know how to report a concern to the Tour Leader or Safeguarding Lead.

Tour Contact Directory

Tour Contact Directory

Tour Name: _____ Destination: _____

This card must be carried by all staff and students at all times.

A copy should be left with family at home.

Section 1: MAMS Academy Emergency Contacts

Primary On-Tour Contact	
Tour Leader Name:	
24/7 Tour Mobile Number:	+
Secondary On-Tour Contact	
Staff Member Name:	
24/7 Tour Mobile Number:	+
India Home Base (24/7)	
MAMS 24/7 Emergency Line:	+91

Section 2: Local Emergency Services

Country	Police / Fire / Ambulance
Australia	000 [18, 19]
United Kingdom	999 or 112 [20, 21]
South Africa	10111 (Police), 10177 (Ambulance), or 112 (from mobile) [22]
Spain	112 – Police, Fire, Ambulance (nationwide, works from any phone)

Section 3: Insurance Details

Insurance Provider:	
Primary Policy Holder:	
Policy Number:	
24/7 Assistance Line (Int'l):	

Section 4: Key Tour Addresses

	Accommodation 1	Accommodation 2	Accommodation 3
Name			
Address			
Phone			

Section 5: Indian Diplomatic Missions

Country	Mission Address	Phone Number

If you are separated from the group, do not panic. Find a safe place (like a shop or police officer), show them this card, and ask them to call the Tour Leader's number.

III. Specific Policies & Protocols

III. Specific Policies & Protocols:

1. **Mental Health Crisis Response Protocol:**

A step-by-step guide for staff on how to recognise, respond to, and manage a student mental health crisis while on tour.

2. **Tour-Specific Bullying Prevention and Response Policy:**

A dedicated policy outlining proactive strategies to prevent bullying and the formal procedure for responding to and managing any incidents.

Mental Health Crisis Response Protocol

Mental Health Crisis Response Protocol

1.0 Purpose and Scope

This protocol provides a structured framework for MAMS staff to identify, support, and manage student mental health and wellbeing concerns, including acute crises, during international tours. The mental and emotional wellbeing of our student-athletes is as important as their physical health. The stress of international travel, cultural adjustment, and performance pressure can exacerbate pre-existing conditions or trigger new challenges.[1]

This protocol applies to all MAMS staff, accompanying adults, and participants on all international tours. Its purpose is to ensure a response that is timely, compassionate, confidential, and effective, prioritising the student's safety and the stability of the group.

2.0 Guiding Principles

- **Student Welfare First:** All actions will be guided by the best interests of the student in distress.
- **Confidentiality:** All student health information, including mental health, is confidential and will be shared only with those who have a legitimate need to know for safety and support purposes.[1]
- **Professional Boundaries:** MAMS staff are not mental health professionals. Our role is to provide immediate support, ensure safety, and connect the student with qualified professional help.
- **Proactive Support:** We are committed to creating a supportive tour environment where students feel comfortable discussing concerns before they escalate into a crisis.

3.0 Roles and Responsibilities

- **Tour Leader:** Has overall on-site responsibility for managing the response, coordinating with MAMS Home Base, and making decisions in the student's best interest.
- **Accompanying Adults:** Responsible for identifying students in distress, providing initial support, and immediately reporting all concerns to the Tour Leader.
- **MAMS Home Base:** Acts as the central coordination point, managing communication with parents/guardians, liaising with insurance providers, and providing strategic support to the Tour Leader.
- **International SOS (or equivalent assistance provider):** Our designated 24/7 partner for professional medical and mental health advice, case management, and coordination of local care.[2, 3, 4, 5, 6]

4.0 Pre-Tour Prevention and Preparation

1. **Voluntary Disclosure:** The *Parental Consent and Medical Information Form* encourages parents/guardians to confidentially disclose any pre-existing mental health conditions, allowing MAMS to plan for appropriate support.[1]

2. **Individual Support Plan:** For students with known conditions, the Tour Director may work with parents to create a simple, confidential support plan, including coping strategies and medication management.
3. **Staff Training:** All accompanying adults receive training on recognising signs of mental distress and understanding this protocol as part of their pre-tour safety briefing.[7]
4. **Student Briefing:** The pre-tour student briefing will include information on culture shock, homesickness, and the importance of seeking support, normalising the conversation around mental wellbeing.[8]

5.0 On-Tour Three-Tiered Response Protocol

Tier 1: Recognising and Responding to Initial Concern (Non-Crisis)

This level addresses common adjustment issues like homesickness, anxiety, or social withdrawal.

- **Recognition:** Staff should be alert for changes in a student's behaviour, such as:
 1. Withdrawal from group activities.
 2. Changes in eating or sleeping patterns.
 3. Increased irritability or tearfulness.
 4. Difficulty concentrating.
- **Response:**
 1. Any accompanying adult should approach the student privately and express concern in a supportive, non-judgmental way.
 2. Listen actively and reassure them that their feelings are valid.
 3. Encourage simple coping strategies (e.g., connecting with family, journaling, light exercise).
 4. **Immediately and confidentially inform the Tour Leader** of the concern and the conversation.

Tier 2: Managing Escalating Concern (Potential Crisis)

This level applies when a student's condition is worsening, not improving with initial support, or is beginning to significantly impact their or the group's tour experience.

- **Recognition:**
 1. Persistent and worsening symptoms from Tier 1.
 2. Disruptive or inappropriate behaviour.
 3. Panicky reactions or exaggerated emotional responses.
 4. Students directly express that they are not coping.
- **Response:**
 1. The **Tour Leader** will take lead responsibility.
 2. Speak with the student to assess the situation.
 3. Contact the **MAMS Home Base** to provide an update and request they inform the parents/guardians.
 4. With student consent (where appropriate), the Tour Leader or MAMS Home Base will contact **International SOS** for a professional consultation and advice

on managing the situation.[2]

5. Implement any recommendations from the professional consultation, which may include arranging a local counselling session.

Tier 3: Responding to an Acute Mental Health Crisis

An acute crisis is a situation where a student's mental state poses an immediate and significant risk to their own or others' safety.

- **Recognition:**
 1. Direct or indirect threats of self-harm or suicide.
 2. Actions indicating self-harm (e.g., cutting).
 3. Psychotic symptoms (e.g., delusions, hallucinations, loss of contact with reality).
 4. Severe panic attack or inability to function.
 5. Aggressive or violent behaviour that poses a risk to others.
- **Immediate Action Plan:**
 1. **Ensure Safety:** Your first priority is the safety of the student and the rest of the group. Separate the student from any immediate harm and move the rest of the group away under the supervision of another adult.
 2. **Stay with the Student: Do not leave the student alone.** Have at least one, preferably two, staff members stay with them. Remain calm and reassuring.
 3. **Call for Professional Help:**
 - **Step A:** Contact **local emergency services** (e.g., 000 in Australia, 999 in the UK) if there is an immediate threat to life.
 - **Step B:** Contact **International SOS** (+1-617-998-0000 or via the app). They will provide immediate professional guidance and manage the case, including liaising with local medical services.[3, 4]
 4. **Notify MAMS:** Contact the **MAMS 24/7 Home Base Emergency Line** to activate the Crisis Management Plan.
 5. **Secure Medications:** If applicable and safe to do so, secure any medications the student may have.

6.0 Post-Incident Management

- **Documentation:** The Tour Leader must complete a detailed Incident/Accident Report Form as soon as is practicable.
- **Parental Communication:** All communication with parents/guardians will be managed by the MAMS Home Base to ensure consistency and accuracy.
- **Repatriation:** Any decision for a student to return home early will be made by the MAMS Directorate in consultation with medical professionals, International SOS, the insurance provider, and the student's parents.[1]
- **Group Support:** The Tour Leader should address the rest of the group in an age-appropriate and confidential manner, reassuring them and reinforcing available support.

Bullying Prevention and Response Policy

Tour-Specific Bullying Prevention and Response Policy

1.0 Policy Statement and Purpose

MAMS Sports Tours is committed to providing a safe, respectful, and positive environment for all participants on its international tours. Bullying in any form is unacceptable and will not be tolerated. This policy establishes a framework for proactively preventing bullying and for responding to incidents in a manner that is consistent, fair, and restorative.

The purpose of this policy is to ensure that every student-athlete can fully participate in the tour experience free from intimidation, harassment, and fear, and to empower staff to address bullying behaviour effectively.

2.0 Scope and Definitions

- **Scope:** This policy applies to all tour participants (students and adults) at all times during the tour, including in accommodation, during transport, at venues, during free time, and online (cyberbullying).
- **Definition of Bullying:** Bullying is repeated, intentional behaviour by an individual or group that causes hurt, distress, or fear to another person. It can be:
 - **Physical:** Hitting, pushing, tripping, damaging belongings.
 - **Verbal:** Name-calling, teasing, insulting, threatening remarks.
 - **Social/Relational:** Spreading rumours, deliberate exclusion, social isolation.
 - **Cyberbullying:** Using digital technology (e.g., messaging apps, social media) to harass, threaten, or humiliate someone.

3.0 Proactive Prevention Strategies

Prevention is the most effective way to combat bullying. MAMS will implement the following proactive measures:

1. **Pre-Tour Education:** All students must complete the mandatory online safety training module, which includes a section on respectful behaviour, identifying bullying, and being a positive bystander.[9]
2. **Codes of Conduct:** The principles of this policy are reinforced by the **Student Code of Conduct** and the **Staff/Volunteer Code of Conduct**, which all participants and their parents must sign.
3. **Establishing Group Norms:** At the start of every tour, the Tour Leader will facilitate a team meeting to establish a "Tour Agreement." This collaborative session will set positive expectations for how team members will treat each other, resolve disagreements, and support one another.[10]
4. **Active Supervision:** All accompanying adults are trained to be vigilant and aware of group dynamics. Proactive and visible supervision in all settings (e.g., on the bus, during meals, in common areas) is a primary deterrent to negative behaviour.

4.0 Reporting and Responding to Bullying

MAMS fosters a "speak up" culture. All reports of bullying will be taken seriously and handled with sensitivity.

4.1 Reporting an Incident

- Students who experience or witness bullying are strongly encouraged to report it to **any accompanying adult** they trust (Tour Leader, coach, or teacher).
- All reports will be treated confidentially.
- **Anti-Retaliation:** It is a serious breach of the Code of Conduct to retaliate against anyone for reporting a bullying concern.[11]

4.2 The "4 R's" Immediate Response Protocol

Any staff member who witnesses or receives a report of bullying must take immediate action.

1. **Respond Immediately:** Intervene to stop the behaviour at once. Ensure the immediate safety of all students involved. Separate the students involved calmly and without escalating the situation.
2. **Report:** The incident must be reported to the **Tour Leader** as soon as possible.
3. **Record:** The Tour Leader will create a formal record of the incident using the **Incident/Accident Report Form**. This report will be factual and objective, detailing what was observed or reported.
4. **Resolve:** The Tour Leader is responsible for leading the resolution process as outlined below.

5.0 Resolution Process: A Restorative Approach

MAMS believes that the most effective response to bullying is one that repairs harm, promotes understanding, and restores positive relationships, rather than being purely punitive.[12, 13, 14]

1. **Investigation:** The Tour Leader will speak with all involved students **separately and privately**. This includes the student who was the target, the student(s) who engaged in the bullying behaviour, and any key witnesses. The focus is on understanding what happened and the impact it had.
2. **Restorative Conversation (When Appropriate):**
 - Where appropriate and with the voluntary agreement of all parties, the Tour Leader may facilitate a restorative meeting. This is not about forcing an apology, but about creating a safe space for dialogue.[15]
 - The student who was bullied is given a chance to express how the behaviour affected them.
 - The student who is bullied is given a chance to understand the impact of their actions and to suggest ways to make things right.
 - The goal is to reach a mutual agreement on how to move forward respectfully.
3. **Consequences and Support:**
 - **Consequences:** Disciplinary actions will be applied in line with the Student Code of Conduct. Consequences are educational and proportionate, and may include loss of privileges (e.g., free time), a formal behaviour contract, or, in

- severe or repeated cases, being sent home at the parents' expense.
 - **Support for the Target:** The Tour Leader and staff will provide ongoing support to the student who was bullied, checking in with them to ensure their safety and well-being.
 - **Support for the Perpetrator:** The goal is to change behaviour. The Tour Leader will work with the student who bullied another student to help them understand why their actions were harmful and develop more positive ways of interacting.
4. **Parental Communication:** All communication with parents/guardians regarding bullying incidents will be managed by the Tour Leader through the **MAMS Home Base**. This ensures communication is consistent, professional, and accurately reflects the situation and the actions being taken.

IV. Essential Forms & Agreements

IV. Essential Forms & Agreements:

1. **Parental Consent and Medical Information Form:**
The mandatory form for parents to provide medical details, emergency contacts, and grant necessary permissions.
2. **Student Code of Conduct Agreement:**
The signable contract for students and parents, outlining behavioural expectations and consequences.
3. **Staff/Volunteer Code of Conduct Agreement:**
The mandatory agreement for all accompanying adults, defining professional boundaries and safeguarding responsibilities.
4. **Incident/Accident Report Form:**
The official form for documenting any on-tour incident, from minor injuries to more serious events.
5. **Daily Headcount and Room Check Log:**
The daily log sheet for the Tour Leader to formally record student accountability checks.

Parental Consent & Medical Information Form

MAMS Cricket Academy: Parental Consent & Medical Information Form

Purpose: This form is a mandatory requirement for participation in any MAMS Cricket Academy international tour. The information provided will be treated as confidential and used to ensure the health, safety, and wellbeing of your child. Please complete all sections accurately and return by the specified deadline.

Section 1: Student & Tour Details

Student Full Name:	
Date of Birth:	
Passport No.:	
Tour Destination:	
Tour Dates:	

Section 2: Parent/Guardian Contact Details

	Parent/Guardian 1	Parent/Guardian 2
Full Name:		
Relationship to Student:		
Mobile Number:		
Email Address:		
Home Address:		

Section 3: Emergency Contact

(To be contacted only if parents/guardians are unreachable)

Full Name:	
Relationship to Student:	
Mobile Number:	

Section 4: Medical & Health Declaration

Part A: General Medical Information

Family Doctor's Name:	
Clinic Address & Phone:	
Travel Insurance Provider:	
Policy Number:	
24/7 Assistance Phone:	

Part B: Declaration of Health

Please declare if your child has **ever suffered from or been treated for** any of the conditions mentioned below.

Condition	Yes	No	Details (if yes, please specify)
Cardiovascular disorders (e.g., chest pain, heart attack, high blood pressure, arrhythmia, palpitations, any heart-related conditions)	☐	☐	
Respiratory disorders (e.g., bronchitis, asthma, wheezing, pneumonia, tuberculosis, any other disease of chest and lungs)	☐	☐	
Gastrointestinal disorders (e.g., gastritis, ulcer, hernia, disease of liver, pancreas, spleen, stomach, intestine, jaundice)	☐	☐	
Urinary system disorders (e.g., disorder related to kidney, urinary bladder, prostate, hydrocele)	☐	☐	
Nervous system disorders (e.g., paralysis, stroke, epilepsy, blackouts, migraine, multiple sclerosis, any disorder of brain or nerves)	☐	☐	
Mental health disorders (e.g., depression, anxiety, obsessive-compulsive disorder, addictions, nervous breakdowns)	☐	☐	
Ear, Nose, Throat, or Eye disorders (e.g., ear discharge, nose	☐	☐	

Condition	Yes	No	Details (if yes, please specify)
bleeding, deafness, hearing loss, blindness)			
Skin disorders (e.g., varicose veins, psoriasis, eczema, dermatitis)	☐	☐	
Musculoskeletal disorders (e.g., arthritis, gout, disc prolapse, fracture history, osteoporosis, chronic back pain)	☐	☐	
Diabetes or Hormonal disorders (e.g., elevated blood sugar, thyroid conditions, or other hormonal imbalances)	☐	☐	
Cancer, tumor, cyst, or any other growth	☐	☐	
Blood disorders (e.g., anemia, hemophilia, thalassemia, leukemia, or suffered from dengue, swine flu)	☐	☐	

Please answer the following questions:

Question	Yes	No	Details (if yes)
1. Has your child undergone any lab tests (including HIV, Hepatitis B/C), radiological tests (MRI, CT scan), or special investigations (ECG), or suffered from any accidents, major injuries, or been advised hospitalization?	☐	☐	
2. Does your child have any recurrent medical condition, physical disability, deformity, or any illness/injury that has required them to be	☐	☐	

Question	Yes	No	Details (if yes)
away from school?			
3. Has your child been tested positive for HIV/AIDS or Hepatitis B/C, or been treated for other sexually transmitted diseases, OR are they awaiting the results of such a test?	☐	☐	
4. Is your child currently in good health and physically fit for an intensive international sports tour?	☐	☐	

Part C: Allergies & Special Dietary Requirements

Allergy / Special Dietary Requirement (e.g., Peanut Allergy, Lactose Intolerance, Vegetarian)	Symptom(s) (e.g., Rash, Swelling, Breathing Difficulty)	Treatment / Action Required (e.g., Administer EpiPen, Avoid all dairy products)

Section 5: Medication Authorisation

Please list all prescription and over-the-counter medications your child will bring on the tour. All medication must be in its original, clearly labelled packaging.

Medication Name	Dosage	Time(s) to be Administered	Reason for Medication	To be self-administered by a student? (Yes/No)

Section 6: Consents & Final Declaration

Please tick each box to confirm your consent:

- ☐ **Participation:** I consent to my child participating in the MAMS Cricket Academy tour as outlined in the tour information pack.
- ☐ **Medical Treatment:** I authorise the MAMS Tour Leader or their delegate to consent on my behalf to any emergency medical treatment, including anaesthesia or blood

transfusion, as recommended by a qualified medical professional.

- ☐ **Administration of Medication:** I consent for MAMS staff to administer the medication listed above as instructed. I also consent for MAMS staff to administer common non-prescription medication (e.g., Paracetamol, antihistamines, antiseptic cream) as deemed necessary and appropriate by the designated first aider.
- ☐ **Code of Conduct:** I have read and discussed the Student Code of Conduct with my child, and we both agree to abide by its terms and the stated consequences for any breach.
- ☐ **Media Release:** I consent to my child appearing in photographs or videos taken during the tour for use in MAMS promotional materials.

Final Declaration

We hereby declare that all the information given by us on behalf of our child is true and we have not withheld any material fact within our knowledge. We understand that providing incomplete or inaccurate information may jeopardise our child's health and safety on tour.

Full Name of Father / Guardian 1:	
Signature:	
Full Name of Mother / Guardian 2:	
Signature:	
Date:	

Student Code of Conduct

Student Code of Conduct Agreement

Participation in a MAMS Cricket Academy international tour is a privilege. As a participant, you are an ambassador for the Academy, your school, and your country. This Code of Conduct outlines the behavioural expectations for all students to ensure a safe, respectful, and positive experience for everyone.

1. Respect and Ambassadorship

- I will show courtesy and respect to all tour staff, coaches, teammates, opponents, officials, and members of the local community.
- I will respect the customs, culture, and laws of the host country.
- I will act in a way that brings credit to myself, my team, and MAMS Academy.

2. Safety and Compliance

- I will follow all safety instructions given by staff without question or delay. This includes rules related to transport, accommodation, activities, and free time.
- I will adhere to the buddy system and participate in all headcounts.
- I will never wander off alone and will always stay with my assigned group.

3. Prohibited Items and Behaviours

- I understand there is a zero-tolerance policy for the possession or consumption of alcohol, tobacco, vaping products, or any illegal substances.
- Bullying, harassment, discrimination, or any form of abusive language or behaviour towards any person is strictly forbidden.
- Theft or wilful damage to property belonging to others, the hotel, or any venue is prohibited.

4. Accommodation and Curfew

- I will keep my room tidy and respect the hotel property.
- I will not enter the rooms of other students without permission and will never enter a staff member's room.
- I will be in my own room by the designated curfew time and will not leave my room after the final check.

5. Consequences of Breach

I understand that any breach of this Code of Conduct will result in disciplinary action.

Depending on the severity of the infraction, consequences may include:

- A formal warning and communication with my parents/guardians.
- Loss of privileges (e.g., participation in an activity, free time).
- Being sent home immediately at my parent's/guardian's full expense, with no refund.

Agreement:

I have read, understood, and agreed to abide by all the rules and expectations outlined in the MAMS Student Code of Conduct. I understand the consequences if I fail to do so.

Full Name of Student:	
Signature:	
Date:	

I have read and discussed this Code of Conduct with my child. I support the Academy in its enforcement and understand the stated consequences.

Full Name of Parent(s)/Guardian(s):		
Signature(s):		
Date(s):		

Staff Code of Conduct

Staff/Volunteer Code of Conduct Agreement

All MAMS staff, coaches, and accompanying volunteers are entrusted with a profound duty of care. This Code of Conduct establishes the minimum standards of professional behaviour required to ensure the safety, welfare, and protection of all student-athletes on our international tours. Adherence to this code is mandatory.

1. Primacy of Child Welfare

- The safety, welfare, and protection of students will be my primary consideration in all actions and decisions.
- I will act as a positive role model and demonstrate high standards of conduct, integrity, and professionalism at all times.

2. Professional Boundaries

- I will maintain professional and transparent relationships with all students. I will not show favouritism, develop 'special' relationships, or share inappropriate personal information.
- I will not be alone with a single student in a private or secluded area (e.g., hotel room, vehicle). If a one-to-one conversation is necessary, it will be conducted in a visible location or with the door open, with the Tour Leader's knowledge. [6]
- All physical contact with students will be appropriate to the context of coaching or first aid, limited, respectful, and publicly observable.
- I will not contact students via personal social media, exchange private mobile numbers, or engage in any form of private digital communication. All communication will be through official, group-based channels.

3. Supervision and Duty of Care

- I will be vigilant and proactive in my supervisory duties, adhering to all established ratios, procedures for headcounts, and accommodation checks.
- I will familiarise myself with the tour-specific risk assessment and actively participate in dynamic risk management.
- I will not consume alcohol or any prohibited substances while on duty or at any time it could impair my ability to perform my duties.

4. Safeguarding and Reporting

- I will familiarise myself with the MAMS Safeguarding Policy and reporting procedures.
- I will immediately report any disclosure, suspicion, or allegation of harm or abuse concerning a student to the Tour Leader and the designated Safeguarding Lead, following the established protocol.
- I will not conduct my own investigation into any safeguarding concern.

5. Confidentiality and Digital Safety

- I will treat all personal information about students (including medical details) with the

strictest confidence, sharing it only on a need-to-know basis with relevant staff.

- I will adhere to the policy prohibiting the use of camera-enabled devices in private areas such as changing rooms and sleeping quarters. [6]

6. Compliance and Accountability

- I will operate under the authority of the MAMS Tour Leader at all times.
- I understand that any breach of this Code of Conduct may result in disciplinary action, up to and including dismissal from the tour, termination of employment/volunteer status, and referral to relevant authorities.

Agreement:

I have read, understood, and agreed to abide by all the principles and rules outlined in the MAMS Staff/Volunteer Code of Conduct.

Full Name:	
Signature:	
Role on Tour:	
Date:	

Incident/Accident Report Form

Incident/Accident Report Form

This form must be completed by the staff member involved/witnessing the incident as soon as is practicable after the event. It provides a formal record for review, follow-up, and insurance purposes.

Section 1: Incident Details

Date of Incident:	
Time of Incident: (approx.)	
Location of Incident: (Be as specific as possible, e.g., Hotel lobby, Pitch 2 at Lord's Cricket Ground)	
Tour Name:	

Reporting Staff Member

Full Name:	
Role:	
Signature:	
Date of Report:	

This form should be submitted to the Tour Leader, who will forward a copy to the MAMS Home Base within 24 hours.

Section 2: Person(s) Involved

Full Name	Role (Student/Staff)	Nature of Injury/Issue

(use more sheets as needed) - Mark below the Tour Name and Incident Date on extra sheets:

Section 3: Incident Description

Factual Description of Events:

(Describe what happened in chronological order. Be objective and factual. Avoid opinions or assumptions.)

Immediate Action Taken:

(Describe the immediate response, e.g., First aid administered, emergency services called, student comforted, parents contacted.)

Section 4: Witnesses

Full Name	Role (Student/Staff)	Contact Number
1.		
2.		

Section 5: Follow-Up Action

Was External Medical Attention Required? Yes/No	
If Yes, where? (e.g., Hospital name, clinic)	
Were Parents/Guardians Notified? Yes / No	
If Yes, by whom and at what time?	
Was MAMS Home Base Notified? Yes / No	
If Yes, by whom and at what time?	
Was the Educational Institution Notified? Yes / No	
If Yes, by whom and at what time?	
Were any authorities on ground notified? Yes / No	
If Yes, who, by whom and at what time?	
Further Action(s) Required: (e.g., Monitor student's condition, obtain police report, complete insurance claim form.)	

Daily Headcount & Room Check Log

Daily Headcount & Room Check Log

Tour: _____

Date: _____

This log is to be maintained daily by the Tour Leader to ensure a formal record of student accountability.

Part 1: Daily Headcounts

A formal, physical headcount must be conducted before departing from any location.

Time	Location of Headcount	Total Students Present	Staff Signature

Sign-off for Daily Head Counts:

We, the undersigned, confirm that we have conducted a physical check of all student rooms and have accounted for all students listed above.

Full Name:		
Signature:		

Part 2: Nightly Room Check

Room checks must be conducted after the designated curfew by a minimum of **two** adult staff members.

Curfew Time: _____

Time of Final Check: _____

Room No.	Student Names	All Present & Accounted For? (Y/N)	Notes / Issues

Sign-off for Nightly Room Check:

We, the undersigned, confirm that we have conducted a physical check of all student rooms and have accounted for all students listed above.

Full Name:		
Signature:		