

waterway recovery group

GUIDANCE NOTES FOR:

CANAL CAMP LEADERS

DECEMBER 2002



CONTENTS

1	INTRODUCTION AND PURPOSE	2
2	THE LEADERSHIP TEAM.....	2
2.1	THE LEADER	2
2.2	THE ASSISTANT.....	2
2.3	THE COOK	3
3	YOUR LOCAL SOCIETY	3
3.1	OTHERS.....	3
4	THE WORK.....	4
4.1	SITE VISIT	4
4.2	PLANNING	4
5	SAFETY AND WELFARE.....	5
5.1	WELFARE ONSITE	5
5.2	HEALTH & SAFETY VIDEO	5
5.3	SAFETY PACKS	5
5.4	INCIDENT REPORT (NEAR-MISS FORM).....	6
6	ILLNESS / ACCIDENTS / FIRST AID	6
7	THE START OF THE CAMP	7
7.1	WELCOMING VOLUNTEERS TO YOUR CAMP	7
7.2	THE FIRST EVENING	7
7.3	THE DUKE OF EDINBURGH AWARD	8
8	THE ACCOMMODATION AND SOCIAL ACTIVITIES	8
8.1	EVENING ACTIVITIES.....	9
9	AT THE END OF THE CAMP	9
10	FINANCES AND PAPERWORK.....	10
11	EARLY DEPARTURES.....	11
11.1	PROCEDURE FOR 'DIFFICULT' VOLUNTEERS	11
11.2	VOLUNTEERS WANTING TO LEAVE THE CAMP EARLY.....	11

1 Introduction and Purpose

This has been produced to help you lead a successful Canal Camp. The information is not intended to be prescriptive - there is no one single approach to running a Canal Camp that is better than any other - more to act as a guide, and help you decide what is right for your camp. Part of the strength of Canal Camps is the diversity of the leaders, so feel free to ask others for ideas. This document does not replace any points made in the safety talk or the Practical Restoration Handbook. If in any doubt about the running of your camp, ask for help.

The information that follows has been gathered from the experiences of many leaders. It is hoped that this information will be particularly useful for NEW leaders, but also a valuable resource that all Canal Camp leaders can refer to. Like all documents of this nature it will be improved with feedback, so please share your experiences with the authors via Head Office so that they can be made available to all in the future.

2 The Leadership Team

The leadership team is typically made of a leader, an assistant and in many cases a cook. Normal practice is for a potential leadership team to put themselves forward as leader / assistant leader. Leaders will normally be asked to recruit their own cook.

All Canal Camp leaders are approved by the WRG Board, therefore all leaders will have the full backing of the Board for any decisions they take. Any changes to the leadership team must go via the WRG Board. For example, if the assistant is unable to attend the camp at short notice then the WRG board must be informed. They will always try and ensure the Camp can proceed – they will endeavour to find a replacement or may allow the Camp to go ahead with just one leader.

2.1 The Leader

In summary, the role of leader is to motivate and organise the volunteers to work safely towards completing a canal restoration task and, above all, make the Canal Camp an enjoyable week so they will want to return the following year. Remember that as a leader you are representing WRG and any actions you take will be seen by the volunteers to reflect on WRGs' policy and standards. As a leader you have a responsibility for the well-being of your volunteers 24 hours a day for the duration of the camp.

You are advised to consult the Practical Restoration Handbook, which has comprehensive guides on all aspects of canal restoration, including Health & Safety (Chapters 1-5) and 'Leadership Skills' (Chapter 7).

We cannot guarantee that the leadership team will agree on every aspect of the camp but be aware that volunteers will pick up on any conflict. As with the work, try to plan and agree how you will run your canal camp beforehand. An assistant must not be seen to be either 'for' the volunteers or 'against' the leader. This would be of great detriment to the camp and, most importantly, can give a very unprofessional image of WRG.

2.2 The Assistant

We try to ensure that every leader has an assistant to help them run the Camp. It is important that they are involved in the many aspects of the Camp and are given reasonable responsibility throughout the week. There are no firm rules for the assistant, apart from aiding and supporting the leader.

Assistant leaders are normally chosen to balance the strengths and weaknesses of the leader. In particular, leaders can get very involved in the detailed planning of the Camp and sometimes miss out on some of the more subtle feelings running through the Camp. The assistant can be invaluable here, either by helping with the planning or by just keeping an eye out for these subtleties.

3 The Cook

As a leader, think about recruiting a cook for your camp, this can make it easier for you to run the camp, but it is up to you.

4 Your Hosts (Canal Society, Canal Trust, etc)

The local society is responsible for:

- Obtaining all land permissions, local authority permits and funding for the work.
- Sourcing the accommodation
- Paying certain bills (Eg. fuel for our vehicles, plant and materials).
- Providing a named, competent, contact to help plan and oversee the work being undertaken during the canal camp, in conjunction with its leaders.
- Providing details of local facilities.
- Arranging the use of a local plant hire firm and providing materials and equipment.

Try and encourage the locals to be part of the Canal Camp. You could ask them to conduct a short presentation on the history and current restoration of the canal. Volunteers often appreciate knowing why their work is so important and a bit about the history of the particular canal they are working on. Some volunteers may have never been on a canal before. A boat trip is an excellent way of introducing your volunteers to waterways.

Alternatively, suggest that the local society sets up a display in the accommodation, or arrange a visit to the society's past or future restoration projects.

Good liaison between the local society and the Camp Leader is essential. The Leader should get in touch as soon as possible after he / she is appointed to the Camp.

During the camp you may occasionally have disagreements with the local society on equipment required or the method of doing something. Try to keep any such situations to a minimum by thorough planning and agreement prior to the camp. Sometimes, however, a difference of opinion cannot be avoided. Always, always ensure that these discussions take place away from the volunteers working on the site. The aim should always be to present a harmonious image of WRG and the host working together.

4.1 Others

In addition to the leadership team on the camp, if you need any advice before or during a camp there are a large number of people on the other end of a phone or e-mail who can help. All these peoples' numbers are available in the Canal Camps phones and listed below in case you need to contact them before your Camp.

For example

- Head Office - Advice on admin, general queries and if they don't know the answer they should be able to put you in touch with someone who does. (E-mail: enquiries@wrg.org.uk Tel: 01923 711 114)
- Mike Palmer - General advice on sites, H&S, Project plans etc.
(E-mail: mike.palmer@waterways.org.uk Tel: 07764 354893)
- Spencer Collins - Advice on heavy plant (what size excavator do I need? etc)
(E-mail: spencer.collins@wrgna.co.uk Tel: 07976 084055)
- Malcolm Bridge - Advice on WRG plant (Can I book Blue for this camp? etc)
(E-mail: malcolm.bridge@wrg.org.uk Tel: 01706 378582)
- Roger Burchett - Advice on transport (The minibus ain't working how do I get it fixed.)
(E-mail: sue@navvy.freesevice.co.uk Tel: 07973 771196)

- Jen Leigh - Advice on logistics (special requests for tools and catering kit, not just moving stuff to your camp). (E-mail: logistics@wrg.org.uk)
- Jude Moore - Advice on catering, general planning and festivals. (E-mail: jude.moore@waterways.org.uk)
- Adrian Fry - Advice on general planning and scheduling larger projects. (Contact via Head Office)
- Gavin Moor - Advice on general planning, camp finances and festivals. (E-mail: gavin@moor.org.uk)
- Matt Taylor - Advice on brick laying and surveying. (E-mail: mttaylor@yahoo.com)
- Mick Beattie - Advice on most camp tasks. (Tel: 07967 461005)
- George Eycott – WRG Radios (E-mail: bungle@wrg.org.uk)

5 The Work

The main purpose of the camp is to complete the work as agreed between the leader and the local. For the host a camp can be quite expensive and they expect to get some high quality work done that makes a real difference to their particular project during the week. WRG has a reputation for achieving a high standard of work and really pushing projects forward; we'd like to keep and, if possible, enhance that reputation.

5.1 Site Visit

Ideally the leaders should make at least one site visit several months before the canal camp is due to take place. The site visit is an opportunity to get to know the site, the local society and agree exactly what the Canal Camp will try to achieve. If at all possible, the site visit provides an ideal opportunity to check that the accommodation is ok; far enough in advance of the camp that it could be changed if not acceptable. Also a quick tour of the local area can be a good idea, looking for pubs and other things to do in the evening.

Occasionally some volunteers request to bring their dogs. This is not necessarily a problem, although check that this is practical given the site and accommodation, which includes checking with the owners of the accommodation. However, it is ultimately the Leader's decision whether to allow dogs on the Canal Camp.

A contract exists between WRG and the local society – check all items on it. The site visit should check that all necessary permissions have been obtained, for example: do the local society have permission to work on the land. You should also check that the local society has the funding in place for the camp. Material deliveries, access to accounts at plant hire firms and builder's merchants should be agreed. Exact requirements for plant and materials should be discussed but it may not be possible to finalise these until further planning has been carried out.

If possible it is a good idea to get the local society to suggest some additional/ overflow work in case the intended job is completed early or weather conditions prevent it being done.

If you feel it is necessary, there is nothing wrong with doing a second site visit prior to the camp. Expenses can usually be claimed from WRG, who will seek reimbursement from the host.

5.2 Planning

Following on from the site visit, further planning of the camp should be done. Hopefully the local society will have a detailed project plan, which should include method statements, risk assessments and safe systems of working for each task to be done. If there is no project plan then one will have to be created. The Practical Restoration Handbook can be of great assistance in producing this, which is available on the WRG website, on CD or hardcopy. Both the local society and the camp leaders should be familiar and happy with the plan. Quantities of materials, items of plant required and the need for specialist skills should be apparent from this. In addition to the project plan each local canal society should have its own

health and safety plan, both of these documents form part of the Construction Design Management (CDM) regulations. Leaders should be familiar with the requirements of CDM; this is very well explained in Chapter 3 of the Practical Restoration Handbook.

The tasks for a particular camp may include jobs that require specialist skills such as machine operating, bricklaying or scaffolding. Clearly your Camp should not be undertaking any work without adequate competence, so you may want to think about recruiting specific people on to your camp to help with these.

6 Safety and Welfare

6.1 Welfare Onsite

Give volunteers a range of tasks to do, don't leave them doing the same thing all day. If volunteers are becoming bored give them something else to do, when people are bored they get careless and that is often when accidents can happen.

Together with the local society, leaders should ensure that both a toilet and some form of shelter from the weather are available on site. Clean water and hand cleaning materials should also be available on site.

6.2 Health & Safety Video

During the 2001 Canal Camps season, the WRG Health & Safety video was produced. The purpose of this is to ensure that a more consistent standard of safety talk is given and to reduce the number of points the Leader must include in the talk.

Contact should be made with the local society to ensure a TV and video will be available at the accommodation. There should be a modified version of the safety talk in the flight-cases to be used if you do use the video. If you cannot arrange for a TV and video, then just go back to the original talk.

The video concentrates on site considerations. The "how you run the accommodation" side of things is still very much up to you. Please also remember that the video is not a replacement for your talk. You still have to go over some points' not covered and add any points' specific to your site.

6.3 Safety Packs

These were introduced in the 2001 Camps season and are issued to each volunteer on your Canal Camp, preferably during the Safety Talk. Each pack should contain goggles, dust masks, gloves and earplugs. Regarding the issue of packs to old hands then the rule is simple - if they want one then let them have one. Also if a new volunteer loses, breaks all or part of the kit then issue another one. These packs are only basic protection for simple site work; your tasks may require additional equipment.

Note that every pack has a label on it - please get your volunteers to write their name on it so that they can keep hold of their gear for the whole week. You will also note that several packs have got pre-addressed postcards in them. These are from people who have sponsored the safety equipment. Please try and get your volunteers to fill them in with something cheery (sometime around Thursday is good) and drop them in a post box.

There should be plenty of packs in each kit trailer - if not then contact Mike Palmer. There will be two boxes in the trailer - one with new packs in them and the other marked "Used". At the end of the camp please either put the remnants of any issued gear in the "Used" box or let your volunteer take it home - it may encourage him / her to come again.

6.4 Incident Report (Near-Miss Form)

This is not more paperwork just for the sake of it but a response to an audit of the Accident books. A lot of useful information was obtained but it was clear that a lot of "near misses" were not reported. To try and spot problems before they happen can we ask you to fill in an Incident Report for anything you feel was a lucky escape or for a "real" incident. This will enable us to provide extra kit or specialist training on anything you feel is an accident waiting to happen. The forms are kept in the flight-cases. You won't get into trouble (unless it was you who loaded the shotgun) but it will help us.

7 Illness / Accidents / First Aid

You are responsible for the health of the volunteers on the Canal Camp and must ensure that the volunteer receives the appropriate medical attention if they fall sick or are injured. Check with the local society for details of doctors / clinics etc.

Call the doctor if a volunteer has to remain indoors or in bed due to illness for more than 24 hours.

If a volunteer is under any medication, be sure to obtain full details from them at the start of the camp. This should include:

- What is the medication and dosage
- Where is it kept
- What is the illness
- What is the worst possible situation and what should be done in that situation

Be aware of stomach disorders which may be passed on to others and emphasise hygiene to all volunteers (especially cooks).

In cases of illness or injury, tact must be used when deciding whether to 'phone the volunteer's emergency contact. Any prescription charges may be claimed on the accounts.

Always find out where the nearest Hospital casualty unit is, and ensure that your "duty driver(s)" know how to get there. Ideally ask the hosts to supply a map of how to get there. Also find out if any volunteers have a First Aid certificate.

There should be a full First Aid kit in the accommodation and another at the work site. Make sure volunteers know where these will be situated.

For example, a First Aid kit for 10 people should contain:

- First Aid guidance card
- 20 individually wrapped STERILE plasters
- 2 STERILE eye pads (with attachment dressing, i.e. number 16 BPC)
- 2 triangular bandages (preferably sterile)
- 6 safety pins
- Sterile UNMEDICATED WOUND DRESSINGS:
- 6 – number 8 and 13 BPC (medium)
- 2 – number 9 and 14 BPC (large)
- 2 – Ambulance dressings number 3 (extra large)

Aspirins, antiseptic, medi-wipes, Waspeze, stomach pills and insect repellent must not be kept in a First Aid kit (but can be very useful on Camp).

Do not GIVE the volunteers any medication such as aspirin, stomach pills or antiseptic etc. You may OFFER such things but leave the volunteer to administer it to him or herself.

Ensure that volunteers who have cut themselves receive ant-tetanus injections (unless they are already protected).

At the start of the Camp check both first aid kits and arrange for any missing items to be replaced. REMEMBER to replace any item used from the First Aid kit on your Camp and fill out the Accident Report book or a 'Near Miss' form if necessary.

8 The Start of the Camp

Prior to the camp arrange with the Local Society who will collect the keys to the hall and at what time. Also, getting the vans and trailer to the canal camp is your responsibility (they don't just appear by magic). Arrange their movement with the previous week's leaders, and (if required) seek help from extra drivers as early as possible.

Ensure the Canal Camps mobile is switched on as soon as possible (ideally Friday) as volunteers may be trying to ring it to pass on last minute changes to their travel arrangements. Make sure that the accommodation is clean and tidy, and get your own kit sorted as soon as possible. This should then leave you free to concentrate on getting the shopping in, checking the tools, completing any preparatory work on site and most importantly . . .

8.1 Welcoming Volunteers to Your Camp

It is essential to make contact with your volunteers around a week before your Camp is due to start. This could be a simple phone call, checking they have everything they need for the Camp and assuring them that they are in for an enjoyable week. It is an ideal way to make the volunteer feel welcome, even before the first day. It will also give you a chance to find out a bit more about them and may alert you to any unanticipated problems.

The first day of your Camp is usually very hectic as maybe you are arranging the food for the week, sorting out the Kit or checking the accommodation. However, always try to be around to meet the volunteers when they arrive and arrange for any pick-ups from the rail or coach stations. For some, going on a Canal Camp will be a totally new experience; so it is important to make your volunteers feel welcome and perhaps introduce them to other volunteers. Be sure to offer them a drink, and make certain they feel at ease. Try to make sure that both you and your assistant are wearing a clean WRG T-shirt. Coupled with the nice clean vans you will have collected from the previous camp, this can help you to present a good image to your new volunteers and, often, their parents. If, for any reason, you cannot be around to meet and greet, ensure that someone is there, preferably the assistant leader. The absence of someone to meet them gives an unprofessional image and would be a negative start for the volunteer. As highlighted in our questionnaires, first impressions last!

8.2 The First Evening

You will need to explain the purpose and 'house rules' of the Camp. A good time to do this is after the evening meal when everyone has settled down. The volunteers will want to know why, when and what they will be doing for the week. Try to include the following points in your speech:

- Introduce yourself (again) and your assistant
- Thank them for volunteering
- Explain WRG
- Working hours and type of work
- Anyone taking medication must let you know (after the safety talk, in confidence)
- Duty rotas for cooking and cleaning
- Ask for suggestions for evening entertainment

- Ask for any D.O.E books
- Smoking policy
- The pub
- Lights-Out time
- Noise disturbs the neighbours
- Fire extinguishers and fire exits
- Safety on site and hard hats

Also explain that there are digital cameras in the flight cases. These are supplied for taking good publicity photos and for recording any technical aspects of the work. Photo cards should be returned to Head Office with a complete form, also in the flight case.

Ask everyone to look at the week's menu and to let you know if anyone really could not eat (or cook) any meal. Finally you should ask the volunteers to introduce themselves without being too formal. This will help 'break the ice'.

8.3 The Duke of Edinburgh Award

Many students will be attending the Canal Camp to complete the Gold Level of the Duke of Edinburgh Award Residential Section. The Award states that candidates must be away for a minimum of five days (four nights). However, it is WRG policy that candidates attend for the whole duration of the Camp. If a candidate insists on leaving before the end of the Camp (without good reason), then they will not be considered to have passed. Candidates are to be assessed on their:

- Personal standards
- Relationship with others
- Responsibility
- Initiative and general progress

You will be expected to complete their D.O.E record books at the end of the camp, ready for them to take home. Assess each candidate's strengths and weakness. Highlight any strong points and try to write any criticism in a constructive manner.

If, in your opinion, a candidate's performance is unsatisfactory, it is recommended that the leader has a quiet word well before the mid-week stage to indicate that success or failure will depend upon the degree of improvement during the remaining part of the time. However, if there appears to be no improvement, the candidate must be informed of the reason and NO ENTRY should be made in the record book and it should remain unsigned.

A candidate's performance must be acceptable to receive a signed book. It is unfair to others and lowers the Award standard to pass candidates who have not put any effort into the Camp or have been disruptive.

WRG is also an official Access Organisation for the D.O.E Award scheme. This means that volunteers can sign up for the scheme on a Canal Camp and the leader can fill in the residential section of their award. Further details can be found in the flight cases or from Head Office.

9 The Accommodation and Social Activities

As mentioned in the safety talk, "A Tidy Hall is a Happy Hall". It is also your home for the week. Try to arrange it as safe as possible and, if you have room, you may like to create an area where you can do any necessary paperwork whilst the rest of the group relax before the evening meal.

How you arrange the cleaning, cooking and washing-up etc is entirely your choice. Some leaders like to put up rotas, others may use a blackboard, some just "wing it" and ask for volunteers as the jobs need doing. Try what feels right and, if it doesn't work, be flexible enough to change it.

Also, be aware that some volunteers may not "go with the flow". Wanting to stay in and read, or even visit their aunt who lives nearby is not necessarily a problem, as long as it is genuine. Check-in with them and make sure that this is not a mask for any unhappiness. If it is, try to rectify things with them. Remember that we want people to have a good time, all the time.

9.1 Evening Activities

When organising evening activities, try and involve the volunteers and ask what they would like to do. Ask the local society about any events in the area, visit the local tourist information centre and look in the local newspaper for ideas. Some ideas are listed below:

- Cinema
- Swimming
- Skittles Alleys
- Sports Centre
- Boat Trip (the local society may be able to arrange this)
- Museum Trip
- Outdoor Sports (rounders, volleyball)
- Box Games, Playing Cards

Be mindful that some volunteers may not wish to join in with an activity, and that some may not be able to afford to. Ideally the Leader and Assistant Leader should split up to accompany each group if there is a division.

Pubs: A popular and often 'easy option' is to go to a pub. However, please be aware of the associated problems this can bring:

- If there are under age drinkers in the group, you are responsible for them (in loco parentis).
- Some volunteers may feel uncomfortable in a pub if they are not regular drinkers.
- Others are genuinely embarrassed if they cannot afford to drink and have to sit in a pub with the rest of the group.

Prevent any volunteer from going to the pub or drinking alcohol during the day, due to the dangers of working on site whilst 'under the influence' of alcohol.

You should make every effort to vary the evening activities. Many volunteers have used their annual leave to attend the Canal Camp and consider it as a holiday and want to enjoy themselves.

10 At the end of the Camp

As the end of the week approaches, start to think about how you're going to finish the camp. Many leaders like to have a Friday night "do" to celebrate the group's hard work, but there is also a lot of work before you leave. You may wish to share with the group what needs to be done, and agree with them when to do it. Try and agree what you will complete on the Friday, and the jobs (and departure time) that cannot be completed until the Saturday morning. Try and gain the groups' commitment to stay until it is all done.

Do:

- Complete as many jobs as possible on the Friday.
- Invite the locals to join you on the last night (but try to get numbers from them so that you have enough food).
- Arrange a thank you card/small gift for your assistant, cook, any "shining stars" etc.
- Encourage people to return. (Other Canal Camps, regional groups, the bonfire bash etc.)

- Agree a target departure time for Saturday
- Make sure the tools are clean & neatly packed in the trailer
- Clean vans (and trailer) inside and out. Don't forget to clean the windows, mirrors, and lights as well.
- Fill the vans with fuel
- Confirm the arrangements for collection of the vans (if you haven't heard by midweek, call the leaders of the next camp to agree a time).
- Encourage completion of thank-you messages on the postcards from the safety packs. If possible, collect them in and post them on your way home.
- Clean the hall top to bottom. It should be at least as clean as when you arrived.
- Return the hall keys, and say thank you

Finally, once you are back at home, have enjoyed a long soak in the bath and have sent your film off to Snappy Snaps for developing, send a letter to each of your volunteers. Thank them for their hard work, confirm what the group achieved, forward any thanks from the local society and ask them to return again.

11 Finances and Paperwork

The money for the Camp will be paid electronically from Head Office to the Leader. To do this, you must ensure Head Office have details of your bank account number and sort code. The payment will be made based on the receipts received from volunteers, plus a small float. Head Office will supply the accounts forms by e-mail when possible.

Please Note:

- i. Food expenditure for the camp should be based on a budget of about £25 per head per week. Any extra money paid by the volunteers goes towards the cost of feeding those who don't pay for their food (i.e. the leader and cooks), logistics and administration costs, such as sending out travel instructions, etc.
- ii. Managing the food bill is totally up to the Leader. However, we do not expect that Leaders will use the budget for non-essential or lavish purchases, for example alcoholic drinks or restaurant meals.
- iii. Alternatively, we do not expect the Leaders to be too stringent. Whilst "own brand" and "economy" foods are often bought, we appreciate that sometimes these foods can be of noticeably low quality. The Leader should use their judgement in these circumstances.
- iv. The float is provided to avoid any cash flow problems for the leader. It is expected that the bulk of this sum (less any expenditure on fuel, etc.) will be returned with the accounts forms.
- v. Prompt return to Head Office of the accounts forms and receipts (showing a VAT number where applicable) and the equipment check lists provided by Logistics, both fully completed, is essential. The sums of money and value of equipment involved on camps, means that the WRG board has no alternative but to insist on very strict adherence to this requirement.
- vi. Payment will need to be collected and accounted for on the accounts forms, from any volunteers who have not yet paid their contribution. This can be ascertained from the list of volunteers already sent out and which will be updated before the time of the camp.

Unless otherwise arranged with WRG, the host society pays the cost of:

- All materials used throughout the Camp
- All fuel used for the Camp
- Transport of WRG plant booked from the previous canal Camp
- Collection and returning of WRG plant used only for that Camp
- Hired plant
- Hire of accommodation
- Repairs or maintenance of WRG plant needed as a result of the Camp
- Borrowing any plant from other societies

Spreadsheet templates to help leaders can be e-mailed from Head Office by request. Hard copies of the spreadsheets are available in the red leaders folders. In fact lots of useful paperwork is available in the folders; meal planning sheets, rotas, booking forms, posters, freepost envelopes, publicity leaflets, etc. Check the flight case when it arrives. Try to do your finance/paperwork daily, it will be a nightmare at the end of the week if you don't, you may want to delegate this job to an assistant or a cook if they feel capable of doing it. But remember that at the end of the day it is your responsibility.

12 Early Departures

12.1 Procedure for 'Difficult' Volunteers

As Leader you are responsible for the Health & Safety and general 'well-being' of volunteers. However you may identify a volunteer(s) who is proving to be detrimental to the functioning of the group. This could be either due to illness (mental or physical), unsafe working habits or a negative or aggressive attitude. In extreme cases this could lead to injury of volunteers, or they may feel threatened. This would certainly spoil their enjoyment of the Camp and would reduce the chances of their returning.

No doubt such individuals will test your leadership skills but remember you do have the power (sometimes the duty) to send them off the work site or send them home. This is a last resort once all other warnings have failed. Try to be sure that personal feelings are not involved; the criteria should be whether the volunteer's conduct is detrimental to the Canal Camp in any way. Any decision you make will have the full backing of the WRG Board, inform them!

Please remember to contact Head Office as soon as possible regarding any volunteer you have had difficulty with. This will ensure that they cannot book on any future WRG Canal Camps.

12.2 Volunteers Wanting to Leave the Camp Early

Try and find out why the volunteer wishes to leave. This may be due to exhaustion, disillusionment, dissatisfaction or personal or family problems. Persuade the volunteer to think it over and decide if you can do anything to help. If exhaustion is a problem, then a half-day lie in may work wonders.

If the volunteer still wishes to leave, make sure they have made arrangements to get home safely and take them to a coach or rail station if need be.