

# Lupine Adventure Co-operative Freelance Staff Handbook

## Contents

1	Lupine Address book .....	1
2	Lupine Ethos .....	2
3	How we operate on DofE jobs .....	2
4	Tendering for Freelance work .....	3
4.1	Hearing about potential work .....	3
4.2	Responding to requests for work .....	3
4.3	Offers of work .....	3
5	Staying in contact .....	3
6	Last minute dropping out .....	4
7	Remuneration .....	4
7.1	Rates of Pay .....	4
7.2	Amounts offered in recruitment email .....	4
7.3	Night time cover .....	4
7.4	Unexpected expenses .....	5
7.5	Cancellation rates .....	5
7.6	Cancellation rates Terms and Condition .....	5
7.7	Invoicing .....	6
7.8	Payment terms .....	6
8	Information we need on record for all Freelance staff .....	6
9	Subsequent work for Lupine Clients .....	6
10	Insurance .....	7
10.1	Freelancer Activity Insurance .....	7
10.2	Vehicle Insurance .....	7
11	Safeguarding code of conduct for adults (staff and volunteers) .....	7
12	Fit for work? .....	8
13	Equipped for work .....	8
14	Bringing or meeting family, pets, or friends at work .....	9
15	Lupine Structure - Employees .....	9
16	Lupine Structure – Freelancers .....	10
17	Leaving the Lupine freelancer Pool .....	11
17.1	Elective retirement from the freelancer pool .....	11
17.2	Automatic retirement from the freelancer pool .....	11

## 1 Lupine Address book

Lupine HQ (and to speak to the Duty Director)		0113 410 3712	lupine@lupineadventure.co.uk
Managers	Andy Godfrey	07963 324 399	andy@lupineadventure.co.uk
	Dave Lyons	07905 868 192	dave@lupineadventure.co.uk
	Jo Chitty	07572 157 286	jo@lupineadventure.co.uk
Finance (for Invoice payment)			finance@lupineadventure.co.uk
Human Resources (qualifications, inductions, DBSs, etc.)			hr@lupineadventure.co.uk

## 2 Lupine Ethos

Lupine Adventure Co-op was set up by individuals with a background in environmental and social justice projects and campaigns. This is reflected in the ethos of the company, which underpins many of our working practices.

We work hard to develop and maintain good relationships with various groups, individuals and charities who feel some affinity with our ethos. Many of our clients chose us, over other companies, because of this affinity, and we expect all our staff to co-operate in maintaining this.

We are of the view that the use of the countryside for recreation can cause adverse effects. We seek to avoid / minimise this through good practice in the mountain environment. This extends not just to our conduct on a particular job, but also to the types of events that we will promote and / or run. In addition, we aim to reduce our ecological impact through promoting the use of public transport and lift-sharing on our events.

We believe that the workplace is an important part of people's lives and are committed to providing good working conditions.

We have firm policies against racism, sexism and other discriminatory behaviour as can be found in our policies document.

We are a Workers Co-operative, and a member of Co-ops UK. Our members hold ultimate decision-making power within the company.

No-one makes any profit from the company through the ownership of shares.

## 3 How we operate on DofE jobs

The first thing to say is that every job is a bit different but if you agree to work with us and you are working on a job under our direction then you can normally expect:

- 1) To have only one group of up to 7 students on in classroom training (we do ask some staff to take 2 groups on training and we do pay a little more for this).
- 2) To be looking after only one group on the first day of a practice expedition. We expect you to walk with the group on the first day.
- 3) To be looking after one group on any jobs in mountainous terrain.
- 4) To be responsible for either 1 or 2 groups on day 2 or 3 of practice expeditions, and all of the assessed expeditions that are taking place in non-mountainous terrain. We don't offer more money if you have 2 groups on assessed expedition in Hill and moorland or lowland terrain but we will give your groups trackers to help you move between them easily. In practice we are more likely to have 2 staff look after 3 groups jointly.
- 5) To be responsible to a greater or lesser degree overnight. Our standard practice is that you need to expect to be responsible overnight. If there are only 3 groups at your campsite then this will be the case. If there are more than 3 groups then school staff will be present to support overnight supervision to a greater or lesser degree, depending on the client.

## 4 Tendering for Freelance work

### 4.1 Hearing about potential work

Details of available work will be sent out via email by the Lupine employee responsible for organising that event (the Job Organiser). Receiving an email does not constitute an offer of work, nor is there any need or expectation that you will respond to any such email unless you are interested in the work. Any queries about the work should be addressed to the Job Organiser.

### 4.2 Responding to requests for work

When we staff jobs, in all but the most urgent cases, we will wait at least overnight but usually 24-72 hours before deciding who to place on a job. There are two main factors that we take into account:

- 1) What we know of the freelancer and their particular skill set;
- 2) The logistics around getting kit and staff to the venue.

You can help us and increase your chance of landing work by providing a bit of detail in your response. This is especially true if you are new to the Freelance list, or we don't work with you frequently:

- 1) Say you are available for the job (nice and unambiguous!).
- 2) Show you have read the staffing email: many of our jobs have subtly different requirements, for example DofE Assessor or Vehicle Business Use Insurance may be desirable or essential. A sentence on why you fit the job that shows you meet our needs is very helpful.
- 3) Say if you are local to, or have good experience of, the specific expedition area.
- 4) If you've not worked with us much, or it was a long time ago, mention when you've worked with us previously and who was running the event.
- 5) Say where you would be travelling from and to.
- 6) If you think you have worked for that school before then mention it (we like to put the same people on jobs year after year).
- 7) Give us any additional information we've asked for, for example if you would like a different rate of pay to the one initially offered in the email.

You don't have to do any of the above, but it may give you the edge in getting deployed especially on large or popular jobs.

### 4.3 Offers of work

The Job Organiser will let you know by email whether you have been successful in securing the work. We aim to contact all respondents, whether or not we are offering them work, to let them know our decision within 5 working days of the original staffing email. A specific offer of work email will always request and require an acknowledgement reply to confirm the booking.

## 5 Staying in contact

We ask that you let the Job Organiser know as soon as possible if you become unavailable for a job you are booked on. If you need to withdraw from multiple jobs please let all relevant Job Organisers know.

Please note staff bookings are often made many months in advance and there will often be a substantial interval where you do not hear from the Job Organiser between the booking and the run up to the event. If you have any questions or queries about the event please contact the Job Organiser. There is usually a check-in with booked staff around 6 weeks in advance of a job and detailed information about the job should be provided 2 weeks before the event. If these communication dates are missed you have legitimate cause for concern and should get in touch.

If, in the 3 weeks in the run up to a job, you are likely to be difficult to contact then you need to inform the Job Organiser in advance that this will be the case. If we cannot contact you and get a timely response and do not know why then we reserve the right to cancel you without paying cancellation rates. We will always try a variety of mediums (phone, e-mail, Facebook) before doing this.

## **6 Last minute dropping out**

All staff occasionally have to drop out of doing a job for some reason at the last minute, this is usually down to illness or transport issues. When staff drop out at the last minute we often try to replace them on the job, it is therefore essential that you bring it to our attention as soon as possible.

Please **DON'T** just send an email.

You **MUST** phone or message the job organiser and / or Duty Manager so they can get to work to try and replace you.

## **7 Remuneration**

### **7.1 Rates of Pay**

The offered rate of pay for freelance work will always be specified in the Staffing email. In 2026 standard freelance rates for DofE work will be £182 per day. Additional hours, say in admin or kit processing (which must be pre-agreed by the Lupine Job Organiser), can be claimed at £16 per hour.

### **7.2 Amounts offered in recruitment email**

It may be that when you receive notification of the job you think that you would like to do it but not for the amount offered (due to your expected transport costs or because you think that we would be happy to pay a premium for your services). If that is the case then feel free to reply stating how much you would do the job for (you are, after all, self-employed). We will then be able to decide if we would prefer to have you on the job at a higher rate or not.

### **7.3 Night time cover**

Unless stated otherwise in the call out for work the assumption is that we (i.e. you) are always responsible overnight. And that is therefore covered in the agreed rate.

The amount of actual work that needs doing will vary from job to job but will usually be zero to very little.

If there are more than 3 groups on a campsite then we ask that school staff are present. Our usual arrangement with the school staff is that they are the first port of call overnight and do the bedtime chasing into tents. If there is a floating CD then they will sometimes be able to give you a 'stand down' time. If you need to go off site in the evening or overnight then clear it with the job organiser who will inform the CD, if you want to just slope off for an hour or so in the evening then check with the Course Director.

If there are 3 or fewer groups on the campsite then you and your colleagues are always providing full night time cover.

#### 7.4 Unexpected expenses

If, as a freelancer, you incur an unexpected cost and would like it to be refunded then you can request for it to be reimbursed (receipts may be required).

#### 7.5 Cancellation rates

How much do we pay staff if we have to cancel?

<b>Cancellation date</b>	<b>Amount refunded</b>
More than 35 Days	No amount
29-35 Days	25 % of agreed rate
22-28 Days	35 % of agreed rate
15-21 Days	45 % of agreed rate
8-14 Days	70% of agreed rate
Less than 8 Days	95% of agreed rate

#### 7.6 Cancellation rates Terms and Condition

1. Unless agreed otherwise, if you are cancelled within 4 days of being offered the job then cancellation fees are not payable. When working on last-minute changes to programmes things are often in a state of flux for a number of days.
2. If we cancel a job with less than 8 days notice then we may provide alternative work in its place. Please do not make yourself unavailable without clearing it with the Job organiser first. In the event that this work is of a lesser amount than the work that was booked, or if there are additional expenses involved then we will make up the difference.
3. If alternative work is offered but is turned down by the staff member then depending on circumstances they might not be entitled to cancellation rates on the figure that they were offered. Using the above example where they were offered work paying £150, if they turned it down then they may only be paid cancellation rates on the remaining £50.
4. At the discretion of the Job Organiser we will log occasions when staff cancel on us within 5 weeks on green-coded jobs. If a member of staff cancels within 5 weeks of a job starting this will affect their entitlement to cancellation rates that season. If they cancel once then they will not receive the next lot of cancellation rates that they would otherwise get. Come the New Year the slate is wiped clean.
5. Staff will only be paid cancellation rates if we have up-to-date qualification information on file. For instance, if your first aid qualification, DBS or DofE accreditation has expired or if you are a new freelancer and we are still to receive these or other requested qualifications then you will not be entitled to cancellation fees.
6. Staff will not be paid cancellation rates if they have not responded to communication in a timely manner at any point in the 3 weeks prior to a job (unless Lupine are pre-informed that communication will be difficult).

7. For accounting reasons we have to wait until the month that the work was due to be completed before we can pay cancellation fees.

## **7.7 Invoicing**

Please send all invoices to [finance@lupineadventure.co.uk](mailto:finance@lupineadventure.co.uk). If you are unsure of the amount to invoice then please ask the Job Organiser for the amount to claim. Please note that all agreed amounts are ‘invoiceable totals’ and include any VAT that may be due.

**When invoicing please itemise your invoice :**

- 1) **Job payment.**
- 2) **Campsite fees (if applicable).**
- 3) **Any other expenses.**

## **7.8 Payment terms**

We will pay you within 21 days of receiving your invoice, however it is usually much sooner. When you have been paid you will receive an email telling you so. If you do not receive this email within 10 days then please feel free to contact us again.

We do, however, reserve the right to withhold payment if we are waiting for any paperwork from you. This could be relating to the job (consent forms, DofE expedition reports etc.) or relating to your position as a freelancer or employee of Lupine (updated qualifications, references, DBS etc.).

## **8 Information we need on record for all Freelance staff**

- A completed Lupine “Staff Contact Details” form detailing
  - Your address and other contact details.
  - Two references.
  - Next of kin.
  - Answers to the safeguarding questions therein.
- ID (we need to confirm your identity, with documents equivalent to those you would need to provide for an Enhanced DBS check see <https://www.gov.uk/guidance/documents-the-applicant-must-provide>).
- DBS (if you have one) and let us know if you have subscribed to the update service.
- Valid First Aid certificate (minimum 16hour).
- Relevant NGB qualifications.
- Driving license (if you drive your vehicle on a Lupine job).
- Vehicle insurance to show that your cover includes business use (if you are intending to use your vehicle on a Lupine job).
- DofE induction or Assessor badge and eEdofe number if known (if you are working on a DofE Job).
- Other inductions (some jobs NCS for example require other online training).
- National Insurance number (if you drive a hired vehicle on a Lupine job).
- If you have lived abroad for over 6 months in the last 5 years we may need additional information, for example an Overseas Certificate of Good Character or to conduct an Overseas Stays Safeguarding Risk Assessment.

## **9 Subsequent work for Lupine Clients**

Lupine work for 3 sorts of clients, you may find yourself working for any of the following

- 1) Other outdoor education and recreation companies.

- 2) Schools, youth groups, walking groups, climbing clubs.
- 3) Individuals.

When working for Lupine Adventure you are expected to behave as a representative of the Co-operative. You may not solicit for other work from Lupine clients. Any offers or enquiries about future work must be directed to a Lupine Manager..

The exceptions to this rule are as follows:

- 1) When working for other outdoor education and recreation companies who employ freelancers. While we would prefer it if you worked through us on any future jobs we realise that you are 'free agents' and as such you are free to submit your CV to the company.
- 2) If a school, youth group or other walking group have a vacancy for a **permanent** position whereby you become a **PAYE employee** of that organisation.

Suggesting other providers in place of Lupine, or advertising your services directly to Lupine clients will result in your not being offered work in future. We have a very strong relationship with many of our clients and they do occasionally inform us that freelancers have behaved in this way!

## **10 Insurance**

### **10.1 Freelancer Activity Insurance**

Lupine do not require you to have personal instructor insurance to work on our programmes. The clients have engaged Lupine to run the activities and in the event of a claim it would be Lupine that is claimed against. However, we cannot guarantee that our insurance company would not pursue a freelancer if they felt that your actions were at fault. For this reason you may wish to hold insurance that covers the activities that you deliver.

### **10.2 Vehicle Insurance**

It is our view that freelance instructors should have business use on their vehicle insurance. If you do not and you use your vehicle for business use then to a certain extent then that is your problem and your choice. However, there are two circumstances where it definitely is our business:

- 1) We sometimes ask freelancers to transport other staff during an event. This could be to give staff who are walking with a group all day a lift back to their vehicles or if a member of staff does not have a vehicle then we may wish to buddy you up for a remotely supervised expedition. For this reason we have a duty of care to ensure that the instructors doing the driving have business use on their vehicle insurance policy.
- 2) It may, in fairly extreme (but not unheard of) circumstances, be necessary for you to transport an injured or exhausted client in your vehicle. You must **ONLY** do this if you have business insurance on your vehicle.

## **11 Safeguarding code of conduct for adults (staff and volunteers)**

All adults involved in Lupine Adventure activities with children, young people or vulnerable adults should follow this Code of Conduct. You must also be familiar with the steps to be taken in the event of becoming aware of, suspecting or receiving allegations of harm or risk of harm to participants (which may include physical, sexual or emotional abuse, or neglect, harassment or bullying).

All adults involved with Lupine Adventure activities must at all times:

- Treat everyone with respect regardless of race, age, sex, gender, gender identity, ethnic or national origins, disability, sexual orientation or religion and beliefs.
- Act as a good role model of appropriate behaviour.

All adults involved with Lupine Adventure activities must also:

- Remember that their actions, remarks and gestures can be misinterpreted, no matter how well intentioned.
- Create an environment where participants to feel comfortable enough to point out attitudes or behaviour they do not like and talk through any concerns they may have.
- Recognise that caution is required when dealing with bullying, bereavement, abuse and other sensitive issues.
- Not permit abusive youth peer activities (e.g. initiation ceremonies, ridiculing, bullying, cyber bullying, sexting, harassment, etc.).
- Not have any inappropriate physical, verbal or electronic/online contact with participants.
- Not jump to conclusions about others or show favouritism.
- Not allow themselves to be drawn into reacting to inappropriate attention seeking behaviour such as tantrums or crushes.
- Not exaggerate or trivialise harassment or child abuse issues.
- Not be impaired by substance use (whether alcohol or prescribed or illegal drugs).
- Be aware of how your own emotional issues and regulation may impact on interactions with participants.

## **12 Fit for work?**

All Lupine staff must be fit for the work that they are being employed to carry out. If you have any medical issues that may prevent you from working, then you must report this.

Additionally, if you have any relevant medical issues that your colleagues should know about you must inform the Course Director and any members of staff that you are working closely with.

## **13 Equipped for work**

We expect Freelance Staff to arrive at the job at the specified start time personally equipped to be self-sufficient for the full duration of the event. You are of course welcome to make use of whatever shops, cafes or other facilities might be available in the area outside of requirements to be supervising participants, but as it can be difficult to guarantee what facilities will be available and what time and place in the schedule breaks will occur it's best not to be reliant upon them.

We expect all Staff to provide and carry equipment to keep themselves and the participants for whom they have responsibility safe appropriate to the terrain, conditions and activity. We may sometimes specify what this is but mostly this is a matter of your professional judgement. We may be able to provide some leader equipment (for example Group Shelters, etc.) if it is requested in advance from the Job Organiser.

We will let you know in the Job Specific Staff Information Document if you need to provide your own map. In general we provide them for more obscure areas but for major hill &

mountain walking areas like the Peak District and Lake District we would expect you have your own.

For jobs with overnight duties please bring a tent and sleeping equipment, even if you'd prefer to sleep in your vehicle. Occasionally we will be at venues or with groups where closer supervision is necessary than can be accomplished from the car park. We do consider asking people to leave their comfy vans to be a last resort but if the participants are camping we might need you also to camp.

Where overnight jobs are in 'Wild Country' or remote terrain please also come equipped for a single-night wild camp, even if this is not on the itinerary. In an emergency it may be necessary to do an impromptu wild camp. This is particularly true for Duke of Edinburgh Expeditions where teams are walking fully equipped.

We would strongly advise carrying a contingency amount of money in cash while working, particularly for multiday jobs in remote areas. We will reimburse unexpected expenses as outlined in section 7.44, however hard cash is often what is needed in the immediate situation of an unexpected camping, parking or transport cost. If you are going to be lone working in a remote area and will struggle to provide your own cash contingency do let the Job Organiser know and we may be able to issue some petty cash.

## **14 Bringing or meeting family, pets, or friends at work**

It is important that you do not bring other people or pets on a job without clearing it with us first. We will try and accommodate any reasonable request, however be aware many of the venues we work at do not permit animals; clients may not permit animals and we have to evaluate whether having an animal on an event will be suitable for all participants or potentially detract from the experience.

You must not bring other people on jobs without clearing it with us first. Much of our work is with young people and we simply can't have adults that are unknown to us having contact with the groups. If you would like to bring your partner or child on a job then it is essential that we discuss it first to investigate if it will be possible and what restrictions on their movement there may be.

Requests to bring human or non-human animals to work must be made via the Lupine Job Organiser, never directly to the client. The more notice we are given the better able we will be to consider your request.

Sometimes you may meet other instructors or people you know out on the hill side. We do not consider this to be an issue as any encounter will be transitory. If you meet friends on the campsite ensure that you are not introducing them to the groups as 'trusted individuals'.

## **15 Lupine Structure - Employees**

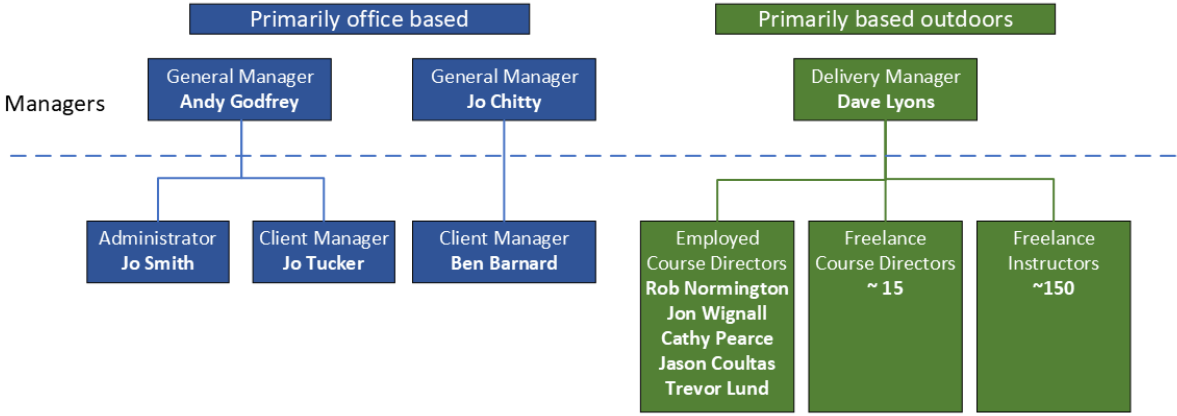
Lupine Adventure is a workers' co-operative. After fulfilling a probationary period and assuming that the employee has a contract of greater than 25% of full time, all employees of the co-operative are offered membership.

The membership of the co-operative meet twice yearly and elect Directors to carry out the day to day running of the co-operative.

The Directors then hand most of that work over to the Management Committee.

If members don't like the decisions made by the Directors or their proxies in the Management Committee they can call a meeting to discuss and overturn those decisions.

**Lupine Adventure Co-operative**  
Organisational Chart - July 2025



**Members:** Andy Godfrey, Jo Chitty, Dave Lyons, Ben Barnard, Rob Normington, Jo Smith, Jon Wignall, Jo Tucker.  
**Directors:** Andy Godfrey, Jo Chitty, Dave Lyons, Rob Normington.  
**Management Committee:** Andy Godfrey, Jo Chitty, Dave Lyons.

**Other key areas of responsibility**  
 Andy Godfrey: Duke of Edinburgh's Award, Business Development.  
 Jo Chitty: Human Resources, Safeguarding.  
 Dave Lyons: Mountain Skills, Health and Safety.  
 Ben Barnard: Rock Climbing.

**16 Lupine Structure – Freelancers**

Like many organisations in outdoor education Lupine rely on self employed freelance staff to do the actual delivery. We have two tiers of freelancers

**Freelancers** are recruited by job organisers as and when required

**Course Directors** have demonstrated a competency in the Freelancer role and shown an interest and aptitude for taking on a 'team leader role'. Course Directors are freelancers who have received specific in-house training on delivering outdoor events and courses following Lupine Procedures. They feature on our staff profiles on our website. They receive priority over other freelancers in being offered work and receive extra remuneration when course directing. Experienced Lupine Freelancers can either request or may be invited to undertake in-house Course Director training. The decision to offer training is made by Management Committee and will depend not only on the suitability of candidate but the need Lupine has for additional Course Directors and the likelihood that a person trained will use the knowledge obtained working for Lupine. There is no specified minimum work commitment, but we would expect at the time of training the Freelancer was going to be working on a number of jobs in the coming season. There may also be a requirement to attend periodic training updates to retain the position.

## 17 Leaving the Lupine freelancer Pool

### 17.1 Elective retirement from the freelancer pool

Any freelancer may electively leave the freelancer pool, either permanently or for a fixed period, at any time: to do so email [hr@lupineadventure.co.uk](mailto:hr@lupineadventure.co.uk) and say what you want to do. We're always pleased to see our former freelancers again so if you do electively leave you are welcome to reapply at anytime.

### 17.2 Automatic retirement from the freelancer pool

We want every person on our Freelancer list who wants to be there to stay there. There is no minimum work requirement and we understand Freelancer staff might have periods or seasons when they are working elsewhere, but then come back to us later. However to avoid sending unwanted emails or retaining unnecessary data we do not keep people automatically on our email list. Our policy for automatic removal is as follows – the key message is ‘keep in touch!’:

1. Everyone who responds to the Annual Procedures Update email stays on the list, we take this as permission to email you. This email is sent out between November and February each year.
2. If you don't reply and you haven't worked for us in the previous 12 months, we'll issue a single reminder (this might be text or email) then, if we don't get a reply, remove you from the list and delete any information we don't essentially need to retain about you. Details of our data retention policy are in the ‘Lupine Polices’ document.
3. If you don't reply and have worked for us in the previous 12 months we'll consider that as recent contact and issue an additional reminder/keep you on the list for up to a year. If we don't hear from you across this season you'll fall under category 2 above next year.
4. If we have you booked for work in the coming season we will keep asking you, by whatever channels of communication there are available to us, to respond to the procedures update until you have - more urgently as the date of you engagement approaches. Everyone who works for us must reply to confirm they will read the current year's update before their deployment.
5. People who are removed from the freelancer pool list are welcome to apply rejoin it at any point.