

Risk Assessment and Management Policy and Procedure

This Policy Relates to the following Legislation

- The Children Act 1989
- The Children Act 2004
- Safeguarding Vulnerable Groups Act 2006
- The Protection of Children Act 1999
- The Human Rights Act 1998
- The Education (Independent School Standards) Regulations 2014. Part 3: para 6; para 7 (a) and (b); para 10; para 11; para 14; para 15; para 16 (a) and (b). Part 5: Para 25

This Policy Relates to the following Regulations

- Children’s Homes (England) Regulations 2015.
- The Education (Independent School Standards) Regulations 2014

This Policy Relates to the following Guidance

- Every Child Matters 2004
- Statutory Guidance on making arrangements to safeguard and promote the welfare of children under section 11 of The Children Act 2004
- The PREVENT policy to counter radicalisation
- Current guidance on Child Sexual Exploitation
- Current guidance on Online-Safety
- The Female Genital Mutilation Act (2003)
- The HMSO publication “Mandatory Reporting of Female Genital Mutilation- procedural information 2015”
- The OfSTED publication “Safeguarding children, young people and adults policy 2015”
- The HMSO publication “Working Together to Safeguard Children 2017”
- The DfE publication, “Guide to Children’s Home Standards Including Quality Standards April 2015
- Pan Sussex Child Protection and Safeguarding Procedures
- Reference to the Brighton and Hove statutory Local Safeguarding Children Boards (L.S.C.B. also known as M.A.S.H. – Multi-Agency Safeguarding Hub).
- The UN Convention on the Rights of the Child 1989

This Policy Applies To:

- a) All those directly employed by The Lioncare Group and who are in positions and roles that require them to interact with or work alongside or around or in proximity to the children in our care.
- b) All those indirectly employed by The Lioncare Group by virtue of being sub-contracted or commissioned and paid by The Lioncare Group to carry out work on behalf of The Lioncare Group and where such work causes them to interact with or work alongside or around or in proximity to the children in our care.
- c) All those working in partnership with The Lioncare Group in the form of voluntary work or student placements and where such work or activity involves interacting with or work alongside or around or in proximity to the children in our care.

Responsibilities Associated with this Policy:

All employees, whether they are ‘front-line’ engaged directly in the task of caring for, educating, and supporting

the children in our care, or 'ancillary' (e.g. House Keeper, Maintenance Worker, Administrator etc.), are personally responsible for managing their own conduct in relation to following this policy.

All employees whether they are 'front-line' or 'ancillary' are also responsible for supporting their colleagues and co-workers to follow this policy.

Members of the Management Team (Senior Therapeutic Carers, Senior Learning Support Assistant, Deputy Managers, Assistant Head Teacher, Registered Managers, and Head Teacher) are responsible for ensuring all those employed directly or indirectly or on a voluntary basis or as a student placement are made aware of this policy and guidance, and for monitoring their safe and proper conduct whilst interacting with or work alongside or around or in proximity to the children in our care and for taking such action as necessary to prevent children being at risk of harm because of an adult's failure to follow this policy and guidance.

The Executive Team (Service Manager and Executive Director) are responsible for reviewing this policy and at least annually and more frequently if and when it is considered necessary to do so, and for ensuring this policy remains fit-for-purpose.

Monitoring and Review of this Policy:

The implementation of this policy and its corresponding guidance will be monitored continuously, and the policy itself will be reviewed at least annually in August of each year by the Executive Team and in consultation with relevant others including where possible and feasible those involved in caring for, educating, and supporting the children in our care, and consultation with the children themselves.

Policy Statement

The Lioncare Group believes that sound Risk Assessment and Risk Management is an essential tool for ensuring a safe approach to care is embedded in practice. Effective Risk Assessment and Risk Management relies on the sharing of information and on all adults, professionals, agencies and authorities working together to identify, manage, and reduce risks to a child. It must never be viewed as simply a paper exercise to comply; instead it should always be used as a tool to mitigate or reduce the risks faced by a children and the likelihood of that child suffering harm.

The Lioncare Group has developed a clear policy and written procedures for responding to this serious matter. The policy has been produced in line with current legislation and regulation and guidance as detailed above.

Our approach to effective Risk Assessment and Management is based on the five principles of risk assessment recommended by the H.S.E. (<http://www.hse.gov.uk/pubns/indg163.pdf>) which are:

1. Identify the hazards
2. Decide who might be harmed and how
3. Evaluate the risks and decide on precautions
4. Record your findings and implement them
5. Review your assessment and update if necessary

The aims of this policy are:

- To outline the general procedures for Risk Assessment and Management in The Lioncare Group
- To outline when specific procedures should be used
- To promote the idea of shared thinking and open communication being essential in achieving effective Risk Assessment and Management
- To make clear the responsibilities of all adults for achieving effective Risk Assessment and management

Challenging Behaviour

It is the nature of the children cared for, educated and supported by The Lioncare Group to present behaviour which challenges the adults working with them, and this includes levels of aggression and violence that can pose a serious risk to the child and to others.

Some children have very limited understanding of the harm they can cause to themselves and others during periods of risk-taking and/or dangerous behaviour. All adults working for The Lioncare Group have the training for and understanding of this at the core of their practice, and the need to respond to such behaviours will override any pre-existing written Risk Assessment or Safeguarding Risk Profile.

Adult understanding of the way children present at any given time may necessitate a change in the number of adults considered necessary to provide appropriate levels of supervision, or temporary limits on access children have to certain equipment or facilities or areas of the home or school environments. Reflecting upon this will be part of the Risk Assessment and Risk Management process (i.e. review the assessment and update if necessary).

General Procedures for Risk Assessment and Risk Management:

Individual children will have [Safeguarding Risk Profiles](#) and [Positive Behaviour Support Plans](#) (in the homes) and [Behaviour Management Risk Assessments](#) and [Windows of Functioning Forms](#) (in The Lioncare School) available and accessible to all adults, and all adults must have a clear working knowledge of these documents and the information and strategies they contain.

Teachers at The Lioncare School have a responsibility to update the Behaviour Management Risk Assessments and Windows of Functioning Forms at least termly or as risk changes and must keep a copy of these in their individual Pupil Progress Files in addition to making these available to those that require it.

The Registered Managers of each home has overall responsibility for reviewing and where appropriate and necessary updating each individual child's Safeguarding Risk Profile at least every 4 months in line with their Quality of Care monitoring and reporting duties and responsibilities. In addition, review and update must take place after every occasion where there has been a significant incident or event involving or affecting a child and that has an impact on the effectiveness of the Safeguarding Risk Profile currently in place.

To be clear; all Risk Assessment and Risk Management documents variously used across all settings are 'live' working documents. They are essential tools for guiding and instructing us all in what we need to be doing and how we need to be thinking to control or reduce or minimise or mitigate against the potential or risk for that child to suffer avoidable harm. Discussion, review, and sharing of these documents and the information they contain should happen on a daily basis through handovers and de-briefings, on a weekly or fortnightly basis through team meetings, and at Management Meetings and in individual supervision and group (team) supervision.

Where feasible and appropriate, and dependent on their relative ability and levels of understanding, the children should be actively encouraged to be involved in and contribute to their own Safeguarding Risk Profiles, Positive Behaviour Support Plans, Behaviour Management Risk Assessments, and Windows of Functioning Forms. Casework sessions in the homes are used with the child to address specific issues raised through the Risk Assessment and Risk Management process, with in the aim of supporting the child to develop a growing sense of agency over their own actions and behaviours and life choices.

Guidance in Undertaking a Risk Assessment and Managing Risk

Effective Risk Assessment and Management involves gathering together all available and known information about the child, their experiences, their activities, and their behaviours, followed by identification and evaluation of sources of potential harm, and the management of the identified risks. The five principles of risk assessment set out in the policy statement above can be expanded to offer the following guidance in undertaking a risk assessment and managing identified risks:

a. Identify the Activity/Vulnerabilities:

What activity is creating potential risks. This can include Substance misuse, Bullying, Self Harm, Inappropriate Sexualised Behaviour, Aggression, Contact with Certain individuals, and Truancy from School. Is the child vulnerable? List vulnerabilities.

b. Identify Risks/Hazards:

A hazard is something with the potential to cause harm. For example, injury to personal safety, physical injury, criminality, damage to health, emotional distress.

c. Identify Who is at Risk:

Specify if the risk is to the child, carers, peers, others.

d. Control Measures:

These are the actions put in place to reduce or prevent the hazards. This can be a whole range of actions dependent on the risk. Control measures could include specific pieces of work undertaken by different agencies, discussion with the child regarding dangers, referrals to specialised services, adequate agreed levels of supervision, training for carers or staff, role model of carer or staff, policies and procedures, the calling of an ambulance, raising awareness.

e. Are these Control Measures Adequate:

It must be agreed if they are adequate or not. This will often depend upon the placement and if the control measures identified are sufficient or not. If not further control measures can be agreed.

f. Monitoring:

The control measures must be monitored at regular intervals to ensure they are being adhered to and working effectively. The Registered Manager in the homes and the Head Teacher of The Lioncare School are responsible for this task but all others involved in the child's care or education are responsible for alerting their respective manager to concerns.

g. Review:

All forms of Risk Assessments must be reviewed termly (in school) or quarterly (in the homes) or earlier if there are changes in the risk or control measures to be taken.

h. Recording:

All risk assessments must be recorded, signed and dated.

Specific Procedures¹

Lone Working with Children

In The Lioncare School, lone working with children is rare and exceptional and should only happen under the direct risk assessment of the school Head Teacher and/or Assistant Head Teacher and in her/their absence the Service Manager and/or Senior Learning Support Assistant.

Lone working by adults is an everyday feature of work at the Lioncare School as much of the management and administration tasks happen outside of the school working day. Lone working is likely to happen at the weekends and in the school holidays and before 08:30 hrs and after 18:00 hrs on weekdays in term time. All adults are responsible for their own safety in these situations and should note the following guidelines:

- Adults are not expected to be in the school before 07:00 hrs. Anyone arriving after 07:00 hrs on a school day need take no further action unless there is an unusual situation such as extreme weather, evidence of break-in etc. In such cases they must call the Head Teacher or, where more appropriate, the emergency services.
- Adults leaving the building after 17:00 hrs should check which colleagues are in the building and inform them they are leaving. They should inform colleagues if they note a lone working situation arises as a result of their leaving. Adults leaving a colleague in a lone working situation should ensure all external doors and

¹ Specific procedures around risk assessment for adults, including medical conditions, pregnancy and other circumstances are outlined in the Employee Handbook and in separate policy and procedure documents

downstairs windows are closed as they leave. Any adults left alone should not attempt high/medium risk tasks involving working at height or moving and handling and should not allow visitors into the building without alerting colleagues across the organisation. A lone working adult should set the alarms when leaving and inform the Head Teacher by text or email when they have done so. If the Head Teacher is the last person to leave the building and has any concerns on doing so she should inform a senior colleague.

- Any adult lone working at the weekends should also inform the Head Teacher of their arrival and exit.
- The Head Teacher and/or Senior Teacher(s) should inform the Service Manager and/or Executive Director of any lone working occasions if these are unusual or extended.

In the Children's Homes, lone working with children occurs more often and is at some level a necessary and important aspect of the work by those caring for the children in the home environment in line with normal parenting practice. Routines such as Casework sessions, settling times, visits to GP's and dentists, and quality individual time with a child may necessarily require an adult to in effect be 'lone working' with a child.

However, there are clear measures that must be taken to ensure the safety and protection of both the child and the adult is maintained at all times, and include remaining within proximity to another adult and/or child where possible, adults informing colleagues of their intentions and actions and whereabouts before engaging in such work and again when completing such work, and ensuring a clear and accurate record is made of such work including times and locations and events etc.

Where a child's individual Safeguarding Risk Profile indicates lone working with that child to be an unsafe practice or where the risk is deemed 'too great', adults must not place themselves in a lone working situation with that child and instead must follow the strategies and measures set down in the Safeguarding Risk Profile.

Lone Working; Adults

Lone working by adults is an everyday feature of work at the Lioncare School as much of the management and administration tasks happen outside of the school working day. Lone working is likely to happen at the weekends and in the school holidays and before 08:30 hrs and after 18:00 hrs on weekdays in term time. All adults are responsible for their own safety in these situations and should note the following guidelines:

- Adults are not expected to be in the school before 07:00 hrs. Anyone arriving after 07:00 hrs on a school day need take no further action unless there is an unusual situation such as extreme weather, evidence of break-in etc. In such cases they must call the Head Teacher or, where more appropriate, the emergency services.
- Adults leaving the building after 17:00 hrs should check which colleagues are in the building and inform them they are leaving. They should inform colleagues if they note a lone working situation arises as a result of their leaving. Adults leaving a colleague in a lone working situation should ensure all external doors and downstairs windows are closed as they leave. Any adults left alone should not attempt high/medium risk tasks involving working at height or moving and handling and should not allow visitors into the building without alerting colleagues across the organisation. A lone working adult should set the alarms when leaving and inform the Head Teacher by text or email when they have done so. If the Head Teacher is the last person to leave the building and has any concerns on doing so she should inform a senior colleague.
- Any adult lone working at the weekends should also inform the Head Teacher of their arrival and exit.
- The Head Teacher and/or Assistant Head Teacher should inform the Service Manager and/or Executive Director of any lone working occasions if these are unusual or extended.

Lone working by adults in the homes occurs infrequently due to the 24/7 nature of the home (i.e. never closes) and the high staffing levels maintained. That said, there may be occasions when an adult remains working in the home when the children are away from the home attending school or on a group activity and other colleagues are away from the home engaged in other activities (e.g. meetings or training sessions etc.). Lone working in the home may also occur at times when the children are on holidays away from the with other adults and a minimum roster is in effect.

In addition to the separate lone working policy, all employees who find themselves in a lone working situation in the home should follow the guidance set out below.

Summary of Employees Responsibilities

All employees have a responsibility to:

- take reasonable care of their own and others' health and safety
- co-operate with their employer so far as is necessary to enable compliance with the above duties
- carry out activities in accordance with training and instructions
- inform the employer of any serious risk

At The Lioncare School, employees achieve this by:

- At all times sharing their thinking in a way that allows for a flexible, creative curriculum that exposes children to the managed risk necessary for their supported growth and development
- Filling out forms correctly for activities that require this
- Staying up to date with legislation and guidance
- Informing colleagues and the Head Teacher and/or Assistant Head Teacher of any risk that they perceive
- Taking action to reduce physical hazards in the environment
- Demonstrate good practice within the therapeutic education ethos of The Lioncare School to work with the behaviours and communications presented by children throughout their attendance at school.

In the Children's Homes, employees achieve this by:

- At all times sharing their thinking in a way that allows for a flexible, creative and collaborative approach to safe care practice that allows children to take managed risks necessary for their healthy growth and development whilst ensuring they are protected from suffering any and all avoidable harm.
- Undertaking and completing all necessary and essential administrative duties including recording and reporting and logging.
- Maintaining their own knowledge and understanding of current legislation and regulation and guidance and best practice in relation to effective Risk Assessment and Risk Management.
- Informing colleagues and the Registered Manager and/or Senior Managers of any risk identified or suspected and taking necessary action to minimise or avoid such risk and/or as instructed.
- Taking personal responsibility for carrying out action to identify and reduce physical hazards in the environment
- Demonstrate good practice within the therapeutic ethos of home and wider organisation to work with the behaviours and communications presented by children throughout their stay at the home.

Distinct And/Or 'Stand-Alone' Events, Activities, or Situations

The process of Risk Assessment and Risk Management is also required to be undertaken, and an important and essential stage, when planning for and carrying out a distinct and/or 'stand-alone' event or activity, or in preparation for certain key situations.

Examples might include, but not limited to, the following:

- Transportation of a child or children on a longer than usual journey in a vehicle owned and operated by the home or school
- Building work scheduled to take place in the home, or in the school during term-time (i.e. when the children are in attendance)

- A temporary change or disruption of the usual routine of the home or the school that may cause some increased level of anxiety or upset to children or adults or both
- Severe weather warning or prior notification of some other extreme and/or unusual event
- A special celebration or gathering occurring in the home or the school e.g. to mark the leaving of a child or an adult or an anniversary etc. and where there may be a greater number of people present than usual

The Head Teacher of The Lioncare School and the Registered Manager of the home are responsible for ensuring that the necessary process of effective Risk Assessment and Management is undertaken prior to any such distinct and/or 'stand-alone' event, activity, or situation occurring, and also for reviewing the effectiveness of the measures taken in order to inform practice and promote continuous improvements and learning for all.

Database for Risk Assessment and Risk Management Of Frequent Activities

It has been recognised that across the homes and the school, and over time, certain activities or events or visits to specific places occur frequently. The children's holidays often involve returning to familiar destinations or venues, or undertaking familiar activities in known locations such as camping trips and days-out to theme parks.

Obviously, each activity or event or visit must be risk assessed individually and consider the individual and specific circumstances and detail and dynamics at play.

However, some detail can be expected (and is in actuality) consistent for similar activities or events or visits to the same location or venue. For example, there will be aspects involved in planning for a visit to a theme park that remain constant, such as the distance to be travelled, the layout of the theme park, and the emergency support and facilities available on site.

With this in mind, The Lioncare Group has created a database of useful information and previous risk assessments carried out for frequently undertaken activities and events and visits to often frequented locations and venues.

This database is intended to be used to help guide and assist colleagues when planning for and undertaking risk assessments. It is intended to help colleagues consider ways to manage identified risks, where some of these may have previously been tried and tested by others. It also encourages experiential learning from previous activities and events and visits to be passed on and used to ensure continuous improvements in safety of future activities and events and visits.

Risk Assessment and Management Of The Facilitating Environment

Risk Assessment and Risk Management plays a vital role in ensuring the facilitating environment of The Lioncare Group (the buildings, the space within, and the surrounding areas) remain and are maintained in a safe and protected way for children and adults alike, and free from avoidable and potential harms and hazards.

The Lioncare Group has a suitably qualified (NEBOSH) and experienced designated Health & Safety Officer who undertakes regular and thorough checks of all buildings and fittings and fixtures owned and operated by The Lioncare Group, and coordinates the necessary and regular checks by external professionals in relation to Fire Prevention, Electrical Safety, and Food Safety and Hygiene etc.

In addition, the Registered Manager of each home, and the Senior Administrator in the school, is responsible for undertaking a regular monitoring check of the home or school, known in the homes as the Weekly Walk-About, and for recording their findings in relation to identified harms and hazards and general state of repair and for notifying the maintenance team of any matters that require urgent attention and entering other less urgent repair and renewal matters on the respective Repair & Renewal Sheet on the organisation's G Drive Records Management System.

Team Development And Training:

We have a strong commitment to providing all adults employed by The Lioncare Group with opportunities for developing their awareness and understanding of matters relating to Risk Assessment and Risk Management. We consider personal development and training opportunities for individual members of the teams, combined with group discussion and forums for establishing a shared perception of this important part of our work, essential

elements in maintaining best practice. By providing adequate team development and training in the area of Risk Assessment and Risk Management, we aim to provide the children cared for and educated by The Lioncare Group with an environment in which they are protected from harms and hazards. We also aim to provide an environment that can facilitate the appropriate and healthy development of agency and ability to self-manage risk and risky situations, which our children will inevitably face when they leave The Lioncare Group.

Risk Assessment and Management training and development is offered and provided in the following ways:

- Effective induction and orientation of new members of the team, including agency and part-time workers.
- Forums for discussing Risk Assessment and Risk Management matters and issues with independent consultants, experts and specialist trainers.
- Ongoing professional discussion during meetings and supervision and Performance Reviews.
- “In-house” training sessions and short external courses.
- Relevant literature held in the Lioncare House (head office) library and on the organisation’s G Drive Records Management System.
- Attendance at recognised external professional courses and training

Outcomes

Clearly setting out the details of how The Lioncare Group goes about Risk Assessment and Management in relation to the children in our care will help us achieve the following outcomes:

Outcome 1: Children in our care experience feeling safe, and will be safe.

Outcome 2: Children in our care feel protected and are protected from significant harm including neglect, abuse and accident.

Outcome 3: Children in our care understand how to protect themselves and are able to explain this to others and show they understand through their actions i.e. protecting themselves.

Outcome 4: Community members will be better able to consider and share responsibility for the emotional and physical safety of each other.