



Educational Visits, Outdoor Activities Policy

Our Mission

“Together we work as one family to ensure excellence for all.”

Our Vision

To be an ambitious, inclusive, collaborative family of schools, ensuring fullness of life and excellence in education, whilst celebrating individuality.

Policy Reviewed and Adopted by Board of Directors:	Autumn Term 2024
Date of Next Review:	Autumn Term 2028
Responsible Officer:	Lindsey Vollans

Learning outside the classroom helps to bring the curriculum to life – it provides deeper subject learning and increases pupil self-confidence. However, we also understand that by taking pupils outside of the classroom, pupils, staff and supporting adults will be subject to additional risk. This document details the Trust's policy on minimising risk.

This policy sets out the establishment procedures within which all employees must operate. Every young person should experience the world beyond the classroom as an essential part of learning and personal development, whatever their age, ability, or circumstances.

It is about raising achievement through an organised, powerful approach to learning in which direct experience is of prime importance. This is not only about what we learn but importantly how and where we learn. It is not an end in itself but a vehicle to develop the capacity to learn. Good quality learning beyond the classroom adds much value to classroom learning.

1. Scope and responsibilities

This policy applies to all educational visits, outdoor learning and adventurous activities carried out with young people. It does not apply to work-experience placements, work related learning or alternative provision.

The Headteacher retains the role of the Educational Visits Co-ordinator. They will have the training and experience to enable them to competently discharge their responsibilities.

Administrative tasks will be carried out by the visit leader.

2. Establishment policy and procedures

The Director Board recognises that it is the employer and retains responsibilities for health and safety. It will discharge its duties through the adoption of the policy and retain competent advice, approval and monitoring through North Yorkshire Outdoor Learning. Specific local procedures will be in line with, but not duplicate this policy. Where there is conflict with non-statutory guidance or advice from other sources the employer policy will take precedence with clarification sought from the Headteacher, and if required from North Yorkshire Educational Visits Advisory Service.

Consent

Routine acknowledgement: Whilst it is not a legal requirement to gain parental consent for curriculum activities, written acknowledgement will be gained on enrolment for routine local visits and activities which are a part of our normal educational provision during the school day and information regarding the nature of the types of visits will be included on Arbor. We will always aim to fully inform parents by e-mail via Arbor of the nature of each visit, activity, or series of a similar nature, remind parents that they have acknowledged this, and give opportunity to update information and emergency contact details. On occasions a curriculum opportunity may become available at short notice, and we will always aim to notify parents that their child will be off-site, but this may not be possible.

Non-routine consent: Written consent which may be electronic via Arbor will be gained on enrolment for those visits which are non-routine visits and activities and those visits which fall outside of normal hours. We will fully inform parents by e-mail via Arbor of the nature of each visit, activity, or series of a similar nature.

Specific consent: Written consent which may be electronic via Arbor will be gained for every individual visit, activity or series of a similar nature which involve a higher level of risk including but not limited to longer journeys, residential visits, and adventurous activities. We will fully inform parents by e-mail via Arbor of the nature of each visit, activity, or series of a similar nature.

Medical information: We will use the medical information on record in our MIS system alongside any updated information which parents will be given the opportunity to provide for most visits and activities. Where visits or activities involve a higher level of risk it may be appropriate for separate medical information and consent forms to be completed.

Staff competence

Records will be kept of induction, training, relevant qualifications and competence using the SCR Summary and personnel files.

To ensure sustainability of important visits deputy leaders will be appointed in order that contingency plans can be put in place should a visit leader be indisposed.

EVC Training

The Educational Visits Co-ordinator will attend appropriate training and revalidation as required by the employer.

Visit Leader Training

Visit leaders will be approved by the Headteacher and will have attended appropriate training as required by the employer.

3. Planning and approval procedures

Visit leaders should follow the relevant policies and standard assessments of risk. Risk management is a vital part of planning and assessing benefits and risk associated with visits and activities. Sensible risk management relates to identifying significant hazards and mitigating against risk through appropriate control measures. It is not a paperwork exercise but a dynamic process before and during a visit or activity in order that young people can be kept safe from harm. At St. Mark's we have identified a Local Learning Area which includes all the places that we visit and the activities that we undertake routinely. Details of our Local Learning Area are contained within the appendix which includes generic risk assessment. Wherever the need arises additional risks and significant findings will be recorded using event specific risk assessment.

External providers: Wherever possible visit leaders will gain credible assurances of health & safety management systems and quality provision through a Learning Outside the Classroom Quality Badge. Alternatively, assurances will be gained through a Provider Statement as detailed in the employer policy

Approval for excursions – one day

All schools must have a written procedure for arranging school excursions, which is detailed in this policy and all leaders should follow.

The head teacher's agreement must be obtained before a visit takes place.

10 school days' notice is required to reasonably enable the risk assessment to be appraised and endorsed.

Risk assessments must consider from the point of departure, the journey, and assessment of the adequacy of the host organisation's safety management safeguards including 'Plan B' contingencies, to the point of return to the school.

Individual needs must also be considered including the issuing of prescribed medication, suitable supervision, appropriate to the group or individuals within group and access to an adequate first aid provision at all times.

Approval for excursions – Residential visits

In addition to following the school's educational visits planning and risk assessment procedures, the Head Teacher must seek approval from the One Excellence Directors and the Health and Safety Adviser for the Trust (North Yorkshire LA).

In order to gain approval, the group leader:

- must inform the Head Teacher who will seek approval for the residential visit from the Directors of the One Excellence MAT at the earliest opportunity.
- must complete EVOLVE in order to seek endorsement.
- must have regularly updated the Head Teacher on the progress of the preparations
- must obtain parental consents.

- must ensure that at least one currently qualified first aider to accompany the visit.
- must provide leaders with copies of a pupil's Individual Health Care Plan (IHCP) detailing any necessary contingencies required to support pupils with medical conditions.

The Head Teacher must be informed of any subsequent changes in planning, organisation, staffing.

Outline scheme of approval for a one day visit to go ahead

At least 10 school days before the visit

Group Leader discusses and agrees an outline proposal with the Head Teacher



Group Leader books the venue and transport; prepares the itinerary; writes to parents; carries out a detailed risk assessment and organises supervision.



At least 1 weeks before the visit

Group Leader obtains EVC approval and Head Teacher's approval



Group leader organises packed lunches and confirms numbers attending the visit with school office



Trip goes ahead



Post trip evaluation by school

School Educational Visits Procedure

(covering educational visits which will be completed in one school day)

To be followed whenever a pupil is taken off the school site.

Staff taking pupils offsite for swimming must be familiar with the risk assessments already in place.

Tick when completed

Visit proposal - at least 10 days before the visit

- Develop an outline proposal for the visit.
- Identify a party leader.
- Establish dates and costs (including transport and venue)
- Discuss and gain permission for visit to go ahead from the head teacher.

Pre-visit Site Assessment - at least 10 days before the visit

If you have not visited the venue before, or have not been recently, visit the site and carry out a risk assessment.

Prepare an itinerary/plan for the visit (including seating arrangements) and book the venue / transport at least 30 days before the visit

Trust itinerary Form to complete

Book the venue and the transport – ask the school administration team for support with this, e.g. coach quotes.

Record transport details in the file kept in the Main Office.

Provide information to parents/carers

Newsletter

We will update parents on trips and visits via the weekly newsletter

Trust Letter format

Giving details of the visit:

- objectives
- cost per pupil
- visit date(s)
- transport
- departure and return to school times
- clothing requirements
- spending money
- travel sickness tablet arrangements (if necessary)
- Lunchtime arrangements
- Packed lunches for pupils entitled to Free School Meals – ask parents to indicate whether they want a school-made packed lunch for their child. N.B. All pupils must bring their own drinks.

If there is a per pupil charge for the visit, the following statement MUST be included in the letter:

All charges to parent/guardians relating to educational visits in school time will be voluntary. No child will be prevented from taking part in any such activity because his/her parent/guardian cannot afford or does not wish to contribute to the cost. It should be noted that if there are insufficient voluntary contributions from parent/guardians it would be necessary to abandon or cancel a visit or event if the school is unable to cover the costs.

All letters must include a statement to the effect:

We assume that your contact details and the medical details of your child given on the School Multi-purpose Parental Consent Form are up to date. If the contact or medical details require updating, please contact the school office or the child's class teacher soon as possible.

Medical and Parental/Carer Contact Details

Ensure that there is a completed *School Multi-purpose Parental Consent Form* for each pupil, which includes medical and parental/carers contact details.

Write risk assessments and submit on Evolve 10 school days before the visit

All aspects of the trip, including: coach travel, walking travel, the venue etc.

1. Use the Schools Day Trip Example Risk Assessment.
2. Alter all generic risk assessment forms to suit your visit, transport and venue.
3. Create a pupil risk assessment sheet if pupils within the party have complex requirements, e.g. SEN or medication.
4. Obtain a copy of the venue's own risk assessment.
5. Obtain a copy of the coach company's risk assessment.
6. The risk assessment should also think through "Plan B" scenarios.

The risk assessment front page must include:

- Name of the venue to be visited,
- Visit times and dates
- Number of children going
- Contact details for Designated Safeguarding leads (offsite contact details if necessary)
- Contact details for staff if the party is going to be split
- Names of all adults going on the visit and contact numbers for all group leaders
- Details of the first aiders within the group
- Details of any children with medical conditions/ or requiring medication to be administered.

Organise supervision and groups 10 school days before the visit

Supervision ratios must be determined as part of the risk assessment process.

Consider whether you have enough supervising adults in place to maintain supervision if there is a situation which requires an adult / adults to leave the school party.

When organising supervision, leaders must take into account:

- The nature of the activity (including its duration).
- The location and environment in which the activity is to take place.
- The age and gender (including developmental age) of the young people to be supervised.
- The ability of the young people (including their behavioural, medical, emotional and educational needs).
- Staff competence.

Also consider:

- Any visit must have at least 2 supervising adults
- If you have parent volunteers who are accompanying their own children on the trip, it is recommended that an extra adult accompanies the trip - just in case the parent has to tend to their own child (e.g. child becomes ill).

Minimum recommendations		
	Number of adults	Number of children
Reception		
Years 1 to 3	1	6
Years 4 to 6	1	10

Best practice (NSPCC factsheet: Recommended adult to child ratios when supervising children; April 2013)		
Child's age	Number of adults	Number of children
3	1	4
4 to 8	1	6
9 to 12	1	8

If groups are to visit different locations at the same time, ensure a member of the school staff supervises each group, e.g. museum visit where small groups are in different parts of the museum

Ensure that all supervising adults (i.e. those leading a group away from the main party) have an up to date DBS (Disclosure Barring Service) check.	
Organise First Aid provision ideally 10 school days before the visit	
<p>If the party is being split into two or more groups, a first aider (with a paediatric certificate for early years) must be assigned to each group, e.g. two coaches, split activities, groups going to different venues.</p> <p>Ensure that there are enough first-aiders remaining at school for the duration of your visit, i.e. at least 1 first-aider per 50 to 100 pupils.</p>	

Organise Administration of medication during the visit ideally 10 school days before the visit	
<p>All medicines will be administered in line with the school policy and the pupil's current medical care plan.</p> <p>Complete a Pupil Risk Assessment sheet, making sure that the details of all pupils requiring medication are recorded. The party leader, and staff who will administer the medication, must make sure that they are familiar with the medical plans of pupils taking part in the visit.</p> <p>Make sure that parents/carers of pupil with medical needs understand that school staff will only administer medication if it is properly labelled and full instructions have been provided.</p> <p>Parents/carers should administer travel sickness tablets for the outgoing journey before school. Should pupils require travel sickness medication for the return journey, parents/carers must give written permission and make sure that the medication is properly labelled and full instructions have been provided.</p>	

Organise Packed Lunches - at least 10 school days before the visit	
<p>Inform the school administration team, as soon as possible, of the number of pupils in the party who are entitled to a free school meal and whose parents would like the school to provide a packed lunch. N.B. Pupils must provide their own drinks in a suitable container.</p> <p>Ensure that the school office is aware of the number of children (who would usually have a school meal) who will be out of school – this has an impact upon food ordering/preparation etc.</p> <p>A week prior to the visit, check that the cook is fully aware of numbers, dates and any changes that have been made to arrangements.</p>	

Gain final approval for the visit from the head teacher (or DHT) - at least 5 school days before the visit	
Headteacher will check Evolve	

Before the visit, distribute copies of all completed risk assessments and brief accompanying adults to:	
<ul style="list-style-type: none"> • all group leaders • the Risk Assessment file (One Drive) • School Office <p>We share the RA with them via the Evolve so we don't have to print everything off.</p>	

Before the visit, provide each supervising adult with	
<ul style="list-style-type: none"> • a list of the pupils within their group • details of any additional arrangements, e.g. theatre seating organisation • risk assessment front covers • all risk assessments, including the pupil risk assessment, as appropriate • A copy of the Annual Consent Form for each pupil in their group (medical and parent/carer contact details) 	

Complete a Powerpoint with everyone attending the trip and talk through each element of the day	
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Before the visit, talk to the pupils before the visit, making sure that they:
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| <ul style="list-style-type: none">• understand the visit risks and the risk assessments created to address these risks• understand the behaviour expectations on the visit• know who is in their group• have a 'buddy' and understand the 'buddy system'• the name of their supervising adult | |
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Preparation immediately prior to departure

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| <ul style="list-style-type: none">• Distribute the visit pupil list to:<ul style="list-style-type: none">○ School administration team○ Other teachers whose classes will be affected• Collect first aid kits• Collect packed lunches from the Kitchen• Have bags/paper towels/wet wipes in case of travel sickness• Check that all medication has been brought in and pupil inhalers collected from classrooms• Check that all supervising adults have a mobile phone which is charged and switched on (not on silent).• Ensure that the school administration team has names and location details of any children who are not going on the visit (for whatever reason). | |
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Administration of Medication during the visit
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For each pupil who requires medication, record the amount given and the time at which the medication was administered. A copy of the child's medical form (located in the staffroom) should be taken on the visit and any medication given recorded upon this. Group leaders should also countersign this form to verify dosage given.	
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Toilet visits during the visit

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| <ul style="list-style-type: none">• Count the number of pupils visiting the toilet• Pupils must not enter the toilets on their own• A supervising adult must accompany the pupils and remain outside until all pupils have returned | |
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Incidents occurring during the visit All staff accompanying the visit act in 'loco parentis'
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| Should a serious incident occur: <ul style="list-style-type: none">• First aider to assess the situation• Ambulance to be called• School to be informed• Parents/Carers to be contacted | |
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All staff to follow the duties set out in "Keeping Children Safe in Education"

Should staff become aware of a concern about a pupil, they should inform the group leader immediately, who will contact the designated safeguarding lead at school as appropriate.	
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After the visit, record/report any incidents and review the risk assessments	
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4. Visit Planning and Management System

Evolve is the One Excellence web-based system used to facilitate the efficient planning, management, approval, and evaluation of visits. All staff that lead or accompany visits can access their own account which is set up by the Educational Visits Co-ordinator.

The default option is a day visit within the United Kingdom. Visits can be further categorised as follows:

- On-site or local learning area
- Joint visit
- Overseas
- Residential
- Adventurous (provider led)
- Adventurous (self-led)

Visits will be recorded as detailed in the summary table below.

Approval of visits will be made as detailed below. Initial approval in principle will also be gained as required in the employer policy.

The Director Board has a strategic role to set the vision and direction of the school and has responsibility for its educational and financial performance. To enable this, it will hold the Headteacher to account by oversight of learning beyond the classroom opportunities to ensure that the educational experiences are of high quality, that best value is obtained, and financial regulations are adhered to.

Additionally, as the employer, approval will be retained for visits abroad, all residential visits and all adventurous activities in line with the employer policy. The Director Board delegate the scrutiny of these visits to North Yorkshire Educational Visits Advisory Service.

Adviser: Visits abroad, residential and all adventurous activities regardless of leadership or location. (As detailed in guidance).

Headteacher: All visits and activities – when they are also the EVC

Visit planning approval summary table for One Excellence.

Visit Type	Planning/Recording Process	Risk Management	Final Approval
On-site/Local Learning Area/Local Area Visits	Recorded on Evolve	LLA risk management supplemented by specific documentation where necessary	EVC/Head
Day Visit outside Local Learning Area	Recorded on Evolve	School risk manages journey and non-provider led activities using LLA risk management supplemented by specific documentation where necessary	EVC/Head
Overseas	Recorded on Evolve	LLA risk management and supplemented by specific documentation necessary	Adviser
Residential	Recorded on Evolve	LLA risk management and supplemented by specific documentation necessary	Adviser
Adventure, provider led	Recorded on Evolve	Provider risk manages activities School risk manages journey and non-provider led activities using LLA risk management supplemented by specific documentation where necessary	Adviser
Adventure, self-led	Recorded on Evolve	Local Learning Policy/Specific Risk Management	Adviser

5. Incident Management

In the case of an incident during a visit all members of staff will follow the establishment's incident management plan as detailed in the appendix.

6. Monitoring of visits and procedures

LAB will monitor the implementation of this policy by acting as a critical friend in monitoring the implementation and effectiveness of the policy.

The Educational Visits Co-ordinator will ensure that there is a system in place for appropriate monitoring of visits and activities.

7. Charges for Off-site Activities and Visits

Charges for educational off-site visits and adventurous activities, including charges for visits and transport, requests for voluntary contributions and remission of charges are made in line with DfE guidance. Reference should also be made to One Excellence Charging and Remissions Policy.

8. Inclusion and SEND

We endorse the principles for young people of a presumption of entitlement to participate, accessibility through direct or realistic adaptation or modification and integration through participation with peers.

We acknowledge that it is unlawful to treat a young person with a protected characteristic less favourably or fail to take reasonable steps to ensure that young people with protected characteristics are not placed at a substantial disadvantage without justification.

We also acknowledge that expectations of staff must be reasonable, so that what is required of them (to include a young person) is within their competence and is reasonable. Reference should also be made to SEND policy.

9. Safeguarding

Safeguarding procedures should be considered as part of the planning process with additional consideration for residential visits. Visit Leadership Teams should:

- As part of planning, liaise with the Designated Safeguarding Lead (DSL) and other staff to identify any relevant safeguarding issues
- Have access during a visit to the DSL (or trained deputy) either directly or through the Base Contact.

Any volunteers who accompany any visit or activity will be vetted and be directly supervised by a member of staff. If they are to have significant unsupervised access to young people, then an enhanced DBS disclosure will be obtained and they will undergo induction and training in their role and responsibilities as detailed in employer and school policies and local procedures. Reference should also be made to the school Safeguarding Policy.

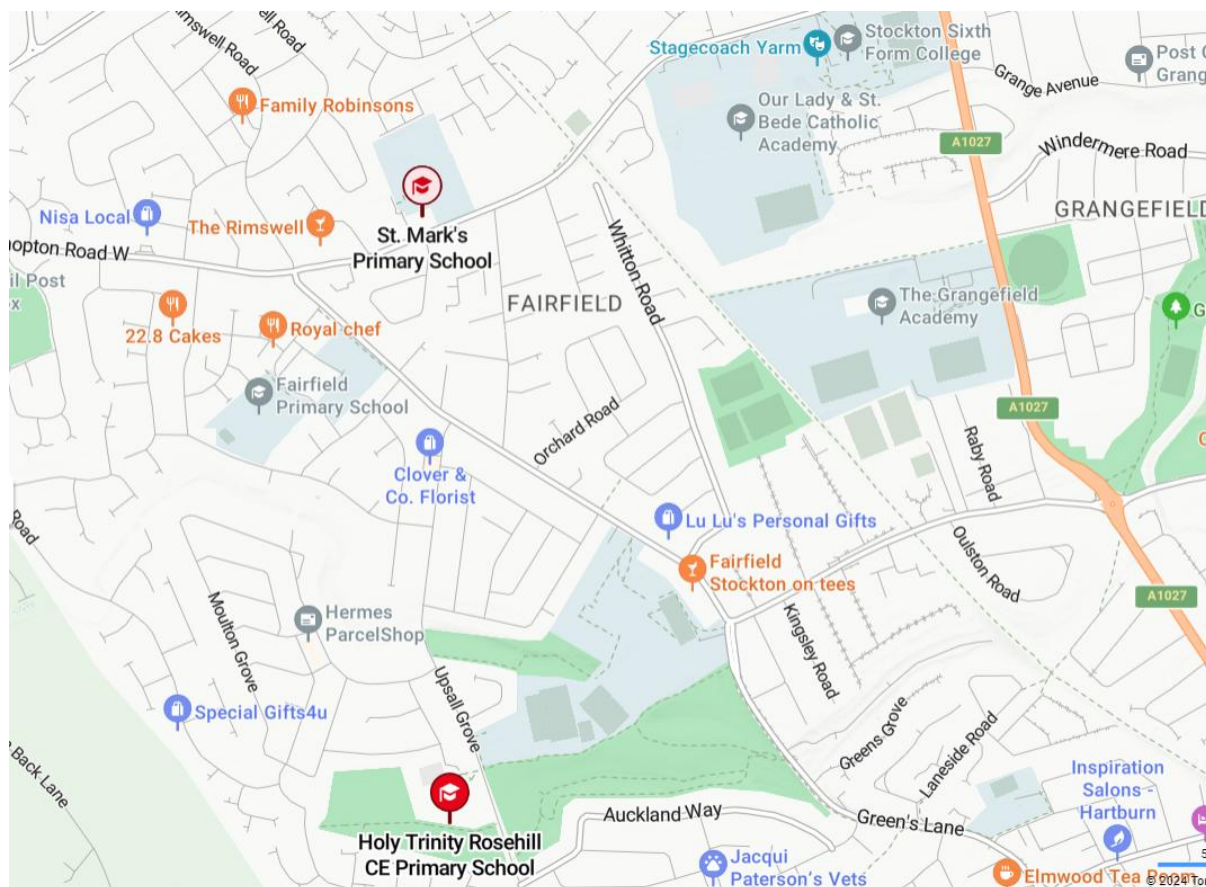
10. Insurance

Young people participating in visits and activities will have insurance arranged through One Excellence Trust and is covered through risk protection arrangement (RPA). Any differences to this will be notified to parents/carers as appropriate before any consent or payment is made.

11. Transport

Careful thought must be given to planning transport to support off-site activities and visits. Statistics demonstrate that it is more hazardous to travel to an activity than to engage in it and staff must follow any specialist guidance provided by One Excellence MAT or North Yorkshire Educational Visits Advisory Service.

Appendix - Local Learning Area



The boundaries of the locality are shown on the attached map. This area includes the following frequently used venues: e.g.

- Holy Trinity with St. Mark Church
- Our Lady & St Bede Academy
- Stockton Sixth Form

We use our Local Learning Area on a regular basis for a variety of learning activities, and visit leaders are allowed to operate in this area by inputting visits on EVOLVE using the Local Learning Area option, provided they follow the below Operating Procedure or whatever local systems you decide to implement.

For schools who still wish to record visits on Evolve but also want to designate their own LLA we have created the On-site enrichment/Local Learning Area option on Evolve which requires the completion of a greatly reduced question set but allows for all visits to be recorded in a single place which can be very useful when running reports on Evolve.

Operating Procedure for visits to the Local Learning Area (in essence this is just a generic risk assessment for routine activities).

The following are potentially significant issues/hazards within our extended locality:

- Road traffic.
- Other people / members of the public / animals.
- Losing a pupil.
- Uneven surfaces and slips, trips, and falls.
- Weather conditions.

- Activity specific issues when doing environmental fieldwork (nettles, brambles, rubbish, etc).

These are managed by a combination of the following:

- The Head, Deputy or EVC must give verbal approval before a group leaves.
- Only staff judged competent to supervise groups in this environment are approved. A current list of approved staff is maintained by the EVC and office.
- The concept and Operating Procedure of the 'Local Learning Area' is explained to all new parents when their child joins the school.
- There will normally be a minimum of two adults.
- Staff are familiar with the area, including any 'no go areas', and have practiced appropriate group management techniques.
- Pupils have been trained and have practiced standard techniques for road crossings in a group.
- Where appropriate, pupils are fully briefed on what to do if they become separated from the group.
- Pupils' clothing and footwear is checked for appropriateness prior to leaving school.
- Staff are aware of any relevant pupil medical information and ensure that any required medication is available.
- Staff will deposit in the office a list of all pupils and staff, a proposed route, and an estimated time of return.
- A mobile is taken with each group and the office have a note of the number.
- Appropriate personal protective equipment is taken when needed (eg gloves, goggles).



Local Area Risk Assessment

Areas covered by assessment- Local Area	Inspection carried out by	Job title:	Date
People at risk - children and staff	Agreed frequency of inspection - (Recommended at least annually)	Next Inspection date due -	

RISK RATING		Likelihood		
		Probable Occurs repeatedly, to be expected or could affect large number of people	Possible Could occur sometime or effect a few people	Remote Unlikely to occur or not many people to be affected
Impact	Major Major injury, permanent disability or ill-health	High	High	Medium
	Severe Injury requiring medical treatment	High	Medium	Low
	Minor First aid treatment	Medium	Low	Low

Hazards	Risk rating H/M/L	Recommended controls (circle *✓ if in place)	* or ✓ Yes/No	Further Action needed to reduce risk in addition to controls ticked	By whom & when	Risk Rating H/M/L
Distance from school	M	<ul style="list-style-type: none"> A mobile phone must be carried by member of staff leading the group. Group leader must have list of all pupils on the trip with their emergency contacts Ratio of adults to children to be at least 1:6 for under 5s, 1:8 for 5-8 yr olds and 1:10 for 8-12s (Check current H & S policy guidelines). Route taken should be appropriate for 				M

Hazards	Risk rating H/M/L	Recommended controls (circle *✓ if in place)	* or ✓ Yes/No	Further Action needed to reduce risk in addition to controls ticked	By whom & when	Risk Rating H/M/L
		<p>age and ability of group and should be checked before group leaves school</p> <ul style="list-style-type: none"> • Ensure group behaviour and supervision is acceptable and appropriate. 				
First Aid, children require prescribed medication	H	<ul style="list-style-type: none"> • Member of staff carries first aid kit • Any prescribed medication e.g.inhalers, epipens, with child if usually responsible or designated member of staff 				L
Rough, uneven ground	M	<ul style="list-style-type: none"> • Verbal warning of risk • Suitable footwear to be worn. • Ensure good behaviour and no running 				L
Traffic	H	<ul style="list-style-type: none"> • Verbal warning of risk • Supervise road/car park crossings by groups • Maintain clear sight lines at all road crossings • Use pedestrian crossings wherever possible • Leader at front plus back marker at all times • Walk in single file if narrow paths • High visibility vests to be worn by group members & staff 				M
Contact with Dogs	H	<ul style="list-style-type: none"> • Health and safety briefing to include importance of not approaching dogs • Verbal reminders of risk 				M
Extreme weather conditions - Sunstroke/ sunburn/ dehydration	M	<ul style="list-style-type: none"> • Ensure group have access to fluids and drink breaks • Avoid prolonged exposure to sun • Ensure pre visit information includes importance of wearing hats and sunscreen and promote the application of it during the day • Modify/ shorten session as necessary 				L
Extreme weather conditions - Hypothermia	H	<ul style="list-style-type: none"> • Ensure pre visit information includes information about importance of warm layers of clothing • Modify/ shorten or consider cancelling activities in bad weather • Provide extra clothing as necessary • Be aware of the level of comfort in the group and avoid prolonged periods of inactivity 				M

Hazards	Risk rating H/M/L	Recommended controls (circle *✓ if in place)	* or ✓ Yes/No	Further Action needed to reduce risk in addition to controls ticked	By whom & when	Risk Rating H/M/L
General public	H	<ul style="list-style-type: none"> • Staff/ volunteers to be recognisable by logos on clothing • Regular headcounts • Staff to be vigilant - politely ask members of the public to leave work area if necessary • Front and back markers to be designated with each group • Attempt to de-escalate any potentially confrontational situation if safe to do so • Be prepared to remove group to alternative area if necessary • Follow serious incident procedures and notify police if appropriate 				M
Separation of group member from group	H	<ul style="list-style-type: none"> • Regular headcounts • Guidelines given to children about what to do if separated • Ensure participants let leader know if they are leaving the group early • Clear boundaries for activities • Ensure good behaviour • In the event of unacceptable behaviour, consider shortening sessions • Leader at front plus back marker when moving between activities • Follow lost child procedure 				L