Disciplinary Policy and Procedure

Policy Statement

The Lioncare Group is a specialist environment providing therapeutic care and education for children and young people who have been profoundly damaged by their early life experiences, and who display behaviour that can challenge those who work with them. The task of caring for and teaching our children and young people needs very special adults who have the capacity to be kind, reflective, resilient, boundaried, imaginative, conscientious, robust, professional, and knowledgeable in their approach to daily work under great pressure. While equality and safety are at the heart of this policy, we also seek to offer a description of how we choose and develop those adults who will offer the best opportunities for our children and young people to thrive.

Safer Recruitment

The Lioncare Group puts the welfare of children and adults at the center of all of its work. This policy and the procedures within are written with reference to the latest version of Keeping Children Safe in Education, Part 3 and outlines in full the measure taken to **deter, reject, prevent** and **detect** those who might abuse children or who are unsuited to work with them.

Equal Employment Opportunity

We believe in equal employment opportunity for all regardless of race, national origin, religion, gender, age, disability, or sexual orientation. We aim to ensure non-discrimination is maintained towards all clients, suppliers and sub-contractors. We provide multiple opportunities for applicants to talk to us about any aspect of the process that may be a barrier to equality of opportunity.

Internal Staff Promotion

We enable and actively encourage employees and colleagues to progress within their workplace, where availability of position and employee's abilities and qualifications permits. We seek to fill vacancies through internal promotions where possible and appropriate. We also insist that current employees must submit written applications, attend interview, and follow selection processes as expected of external applicants.

Appointments are based on personal merit and ability to perform the required task. If the position cannot be filled internally, it may be advertised externally. Promotions are not based on length of service, and never considered as 'a given', and equal opportunity principles are always applied.

Ongoing Safeguarding Culture and Maintaining Vigilance

All prospective candidates seeking employment with The Lioncare Group should take note that everyone involved in the organisation, along with the children themselves, promote ongoing awareness and vigilance about welfare and safety. There is awareness by all that adults who may want to harm children could seek to work in or gain access to our Homes or School, or that those who currently work in our Homes and School could create circumstances where children come to harm.

There are clear and well promoted procedures for raising concerns, including Whistle Blowing, and the culture of the organisation is open and reflective. There are regular mechanisms such as training, coaching, surveys and practice based discussions to explore and develop practice, knowledge, skills and attitudes. Robust liaison with external colleagues including regulators, local authorities, the police and other safeguarding agencies means that challenge and support is inherent in daily life.

The Recruitment and Selection Process

Planning

The Chief Executive Officer decides that there is a vacancy, in consultation with members of the Leadership Team of the organisation through its bi-monthly Leadership Team Meetings.

All stages of the recruitment process and for all positions are co-ordinated from our Central Office at Lioncare House and overseen by the organisation's HR & Office Manager. This is to ensure compliance with relevant legislation and regulation and guidance, and consistency of procedure, is carried out at all times. The Job Description and Person Specification and including a description of safeguarding responsibilities and the requirement to pass pre-employment checks, are written and / or reviewed by the Assistant Directors and signed off by the Chief Executive Officer before being published and available for circulation.

Advertisement

Vacancies for all positions are advertised internally via The Lioncare Group's website (www.lioncare.co.uk) and most are simultaneously advertised externally. Exceptions are made in the case of certain positions that are considered promotion opportunities for current employees, such as Senior Therapeutic Carer, Senior Pastoral Lead, Senior Learning Support Assistant, and Deputy Manager etc. and which may initially be advertised internally to the organisation using internal notifications posted to The Lioncare Group's internal information system known as the GDrive and posted on notice boards in each setting. This policy of initially opening up recruitment internally for certain positions is designed to provide opportunity for career progression for those seeking this.

If no suitable internal candidate is identified, or if the position has been deemed to require skills and/or expertise known to be not held by current employees, the role is will be then advertised externally.

External advertisements are placed in appropriate and 'safe' publications and/or through online recruitment agencies that offer scope of attracting the most suitable candidates for the position whist deterring those that may be seeking to gain access to vulnerable children in order to do them harm.

The relevant advertisement accurately lists the details of the position to be filled. It includes a safeguarding statement, and the need to pass pre-employment checks, and details of who to contact if the applicant wishes to discuss any concerns as to the accessibility of the process. A clear Safer Recruitment statement is also posted in a prominent position on our website.

Interested parties, whether they are responding to an internal or an external advertisement, are asked to download an Application Form from our website, complete the Application Form, and send their completed application to recruitment@lioncare.co.uk. A relevant Job Description and Person Specification, details of the salary pay scales for the position, this Safer Recruitment policy, a description of the work of The Lioncare Group, and guidance on the recruitment process in the form of the Recruitment and Selection booklet, can all be found on our website. Applicants are strongly advised to read all available information before completing the application form, and particularly this Safer Recruitment Policy and the statements on and commitment to Safeguarding.

In this way, our website represents the main portal through which interested parties have access to everything they may need in support of their application for employment within our organisation.

Employee Referral Scheme

We also operate an Employee Referral Scheme Policy whereby if certain conditions are met an existing employee can be awarded a bonus payment if someone, they refer for consideration of employment with the organisation is successful in their application and remain employed for a set period of time.

Application Form

We have been evolving and improving our Application Form over almost 30 years to ensure it is fit for purpose, that all personal information required by legalisation and regulation and statutory guidance is stated, and that enables us to assess whether a candidate meets the minimum requirements as set out under Regulation 32(1)&(2)(a)&(b)&(3)(a)(b)(c)(d) of The Children's Homes (England) Regulations 2015, and Part 4 Regulations (17)&(18)(1)&(2)(a-c) of The Education (Independent School Standards) Regulations 2014, and specifically;

- That Lioncare Ltd operating as The Lioncare Group must recruit staff using recruitment procedures that are designed to ensure children's safety.
- That Lioncare Ltd operating as The Lioncare Group may only employ an individual to work at the children's home, or if an individual is employed by an agency in a position in which the individual may have regular contact with children, allow that individual to work at the home, if the individual satisfies the following requirements;
    - the individual is of integrity and good character
    - the individual has the appropriate experience, qualification and skills for the work that the individual is to perform
    - the individual is mentally and physically fit for the purposes of the work that the individual is to perform
    - full and satisfactory information is available in relation to the individual
- That Lioncare Ltd operating as The Lioncare Group ensures no person is barred from regulated activity relating to children.
- That Lioncare Ltd operating as The Lioncare Group ensures no person carries out work, or intends to carry out

work, at the school in contravention of a prohibition order, an interim prohibition order, or any direction made under section 128 of the 2008 Act or section 142 of the 2002 Act, or any disqualification, prohibition or restriction.

- That Lioncare Ltd operating as The Lioncare Group carries out appropriate checks to confirm in respect of each such person;
  - the person's identity;
  - the person's medical fitness;
  - the person's right to work in the United Kingdom
  - the person's qualifications;

Our Application Form has space for candidates to make a self-disclosure of details of cautions or convictions not protected by The Rehabilitation of Offenders Act 1974.

Our Application Form includes a specific statement regarding our right to ask questions as to the fitness of a candidate, under Section 60(6)(b) of the Equality Act 2010.

Our Application Form has space for candidates to make a self-disclosure regarding whether they have ever been subject to investigation or concern by Social Services.

Applicants are made explicitly aware that there are no circumstances where a Curriculum Vitae (a 'C.V.') is an appropriate method of application for any post, and only fully completed Application Forms will be accepted. For teaching posts, applicants are also made explicitly aware that The Lioncare School cannot offer opportunity for a Newly Qualified Teacher ('N.Q.T.') Induction Year.

On receipt of a completed Application Form, the Administrator carries out an initial check to confirm the form is completed correctly and particularly that there are no inconsistencies or unaccounted for gaps in periods of employment history and/or education and training since leaving full time education., noted for follow up at interview should the candidate be interviewed

Where such inconsistencies or unaccounted for gaps are found, or where it is found the application is otherwise incomplete or that essential information is missing, the Administrator contacts the candidate, informs them of the situation, and advises their application cannot be considered in its current state. The applicant then has 24 hours to provide the necessary information, or withdraw their application.

Short-list

At least two people meet to short list candidates for interview. Application Forms are scrutinised against the job description and person specification and further checks for inconsistencies or gaps will be undertaken. All decisions of the short-listing panel will be recorded.

In addition to looking for candidates who meet the Person Specification the panel will be looking for evidence of safe, reflective, and well-balanced approaches to working with children. Candidates who demonstrate open self-awareness, a commitment to personal development, and a sense of themselves as experiential learners are likely to do well in our selection process, if all other criteria are met.

A Schedule for Interview is produced and the Administrator sends a standard Letter of Invite to Interview to each short-listed candidate, detailing the position they have applied for, the time, date, and location of the formal interview, an outline of the interview processes and a request to confirm their attendance for interview.

Invitation to Interview

We aim to provide those short-listed for interview at least five calendar days' notice of interview, and include in our Letter of Invite to Interview (that may be in the form of an email) all and any additional information the candidate requires and including details for any task the interviewee may be requested to undertake as part of the interview process (e.g. a typing exercise for Administrator positions). The invitation will also include an opportunity for the candidate to inform the interview panel of any access requirements. The invitation will also ask the candidate to bring with them some form of official photographic identification to prove they are who they say they are e.g. passport or photo driving licence or an official ID card.

Prior to interview

The interview panel will meet prior to interview to ensure they have a consistent and contemporary set of questions that will be sued for all candidates attending interview for that position. The panel will discuss any specific clarifying

questions needing to be put to a specific candidate where information on that candidates application form is unclear or otherwise a concern.

The Formal Interview Process

All interviews are held at Lioncare House. On arrival to Lioncare House, the candidate is greeted at the door by the Administrator, and the candidate's identity is verified by the Administrator before the interview is permitted to begin. The candidate is offered refreshments and asked to wait in the reception area.

All interviews are held in the Meeting Room at Lioncare House.

The interview panel consists of no less than two and no more than four people, to minimise the risk of unconscious bias in the decision-making process. Panel members hold seniority status of Deputy Manager or above. Where possible, panel members will have received Safer Recruitment training prior to conducting interviews, and no interview will be permitted to take place unless there is at least one panel member that has had this training and who is therefore able to take up the role of 'lead panel member'.

Throughout the interview, panel members complete the 'notes' section embedded within the interview question sheet. The notes taken may range from reminders of the answers the candidate has given to each question, and/or the panel members assessment of the quality of the candidates response in answering the question, to observations made by the panel member about the candidate or about the reactions and responses of other panel members.

These notes are retained until a decision has been made whether or not to make a conditional offer of employment to the candidate; if an offer is not made, the notes are destroyed in line with the General Data Protection Regulation (G.D.P.R.) and if an offer is made the notes are saved to the candidates Personnel Folder once this is set up. The notes provide evidence for external scrutiny and quality assurance purposes in relation to The Lioncare Group's interview processes, and may also be relied on at a later date should there be an investigation in to the employee.

The interview is standardised and includes the following:

- When the interview panel is settled and ready to begin, the lead panel member asks another panel member to invite the candidate in to join the panel for interview.
- After the candidate has entered the room, the lead panel member welcomes them, and checks that the candidate is comfortable, has refreshment available if they wish, and are happy to begin the interview.
- The lead panel member introduces the candidate to each member of the panel, and provides an overview or summary of the interview process and procedures that always includes;
  - a set of standard questions for each candidate delivered by each member of the panel
  - the opportunity for panel members to reflect on the candidates answers and responses and to ask the candidate additional questions where appropriate and necessary.
  - a further set of standard questions asked by the lead panel member relating to Enhanced DBS check, salary scales, and any dates the candidate would be unavailable for work and that would need to be honoured if the candidate was successful in their application.

    The lead panel member may also ask the candidate to further explain gaps in their employment history that are still not fully understood by the organisation, or provide further details of cautions or convictions or capability or disciplinary situations and actions from past employment, or interaction with social services, or periods when the candidate has lived and/or worked outside of the UK in the last 10 years etc.
  - an opportunity for the candidate to ask questions of the panel.
  - details of when and how the candidate will be notified of the outcome of their interview, and an explanation of the next stages should they be successful at interview.
- The lead panel member then verifies that the candidate is ready to begin the interview, and invites the first panel member to begin asking their set of questions.

For certain positions, candidates may be asked to carry out either before or after the formal interview process, additional selection tests that could include producing a piece of writing within specified time scales in support of their application.

During the interview, the panel will be taking care to find out who people "are" as well as what they know and can do. We promote an interactive and participative atmosphere and encourage candidates to openly explore with us whether The Lioncare Group is the right environment for them.

We have been evolving and improving our standardised set of interview questions over almost 30 years to ensure they remain contemporary and fit for purpose. We have taken measures to ensure the questions we ask candidates provide us with the best possible insight in to the candidate as a person, and not simply as a 'prospective employee'. Since 1993 we have embraced and embedded within our interview questions and our interview practice as a whole, the recommendations from the Warner Report (1992) and in particular the four key areas identified in that report;

1. The candidates motivation to work with children
2. The candidates ability to form and maintain appropriate relationships and personal boundaries with children
3. The candidates emotional resilience in working with challenging behaviours
4. The candidates attitudes towards the use of authority and maintaining discipline

In addition, our interview questions and our interview practice as a whole relies on the Core Competencies for Therapeutic Practitioners designed and researched and promoted by The Consortium of Therapeutic Communities (TCTC) and the Royal College of Psychiatrists Community of Communities Quality Improvement Network, and where applicable, the Department for Education Teachers Standards and other relevant recognised professional Standards.

Taken together, this approach ensures that The Lioncare Group recruits the most suitable and competent workforce it can to care for and educate the children it has been tasked to look after.

The Selection Process

Once all candidates for a specific vacant position have been interviewed, the panel meets to reflect on their experience of each interview and each candidate and the quality of the answers given along with the candidates' general presentation. Candidates who are realistic about the work, aspirational about the impact good practice can have on outcomes for children, passionate about keeping children safe and supporting their development and progress, make efforts to show their own individuality, and can evidence they have taken steps to get to know and understand and embrace our therapeutic approach to care and education, are likely to do well given all other criteria are met.

The panel endeavours where possible to reach agreement and a unanimous a decision as to whether or not to recommend to the Chief Executive Officer that a candidate should be made a conditional offer of employment.

Where there are minor concerns around the suitability of a candidate, or where disagreement or uncertainty exists amongst panel members, the panel are at liberty to invite the candidate to an informal meeting to discuss these matters further before making the panel makes its final decision regarding recommendation.

Once a decision regarding recommendation has been reached, the lead panel member is responsible for informing the Chief Executive Officer. The Chief Executive Officer questions and scrutinises how the panel reached its decision for recommendation, before deciding either to authorise or reject the panel's recommendation. The ultimate and final decision to recruit rests and remains with the Chief Executive Officer of The Lioncare Group.

When the Chief Executive Officer has authorised the recommendation of the panel, the Administrator contacts each candidate by telephone (successful candidates are contacted first and unsuccessful candidates are contacted last), and informs them of the outcome of their interview, and if the candidate has been successful, to verify that the candidate is indeed still seeking employment. This will normally take place within no more than three days of the decision to recruit being made. Increasingly, candidates use a recruitment agency and therefore the respective officer of that recruitment agency is the person contacted by the Administrator to inform of the outcome of the interview.

Conditional Offer of Employment

The Chief Executive Officer, in role as the 'Employer' on behalf of The Lioncare Group and the Responsible Individual for the Children's Homes and the Chairperson for The Lioncare School, takes responsibility for personally writing and sending to the successful candidate the official Letter of Invite to Post that sets out the conditions attached to the offer and also the basic terms and conditions of employment[1]. The successful candidate is asked to provide in writing and to the Chief Executive Officer their formal acceptance or rejection of the conditional offer of employment.

The offer of employment is conditional on all pre-employment checks being completed satisfactorily, and there being no concerns raised through references received and/or other checks and verifications and including those relating to the factual accuracy of information stated by the candidate at any point in the application and recruitment and selection stages; this may include but is not limited to full disclosure of cautions and/or convictions, competency or

[1] *given in accordance with the terms of the Employment Rights Act 1996, Employment Act 2002 and Working Time Regulations 1998, and including starting basic salary and pay, hours of employment, position, work base and other relevant details.*

disciplinary concerns or actions, social services involvement, stated qualifications, reasons for leaving prior employment positions, prohibitions to teach and/or work with children or vulnerable adults. This list is not exhaustive.

The remainder of the recruitment process is only implemented once the Chief Executive Officer has received from the successful candidate a formal written acceptance of the conditional offer. If the successful candidate rejects outright the conditional offer of employment, all records relating to that candidate are destroyed in line with the General Data Protection Regulation (G.D.P.R.). If the successful candidate accepts the conditional offer of employment, all records relating to that candidate are saved to the candidates Personnel Folder once this is set up. This ensures evidence is available for external scrutiny and quality assurance purposes in relation to The Lioncare Group's interview and recruitment and selection processes, and may also be relied on at a later date should there be a concern raised or an investigation in to that employee.

The 'Show-Around'

When a successful candidate has confirmed they accept the conditional offer of employment, their status officially changes to **Prospective Employee**. They remain 'prospective' until;

- all pre-employment checks and verifications have been satisfactorily completed and viewed by the respective Registered Manager or Head Teacher (*see below for further detail*)
- a clear enhanced DBS certificate has been obtained and/or confirmed and is in the possession of The Lioncare Group
- all relevant information and documentation pertaining to employment has been received by The Lioncare Group
- they have completed their first full hour of paid employment for Lioncare Ltd operating as The Lioncare Group

At a convenient date and time, between accepting the conditional offer of employment and actually starting work, the prospective employee is invited by the Administrator (usually via an email) to attend a 'Show-Around' of the organisation.

The 'Show-Around' is generally facilitated and overseen by the respective Registered Manager or Head Teacher, but on occasion and depending on availability may be facilitated by an Assistant Director or Deputy Manager or the Senior Pastoral Lead or Senior Learning Support Assistant.

The idea of the 'Show-Around' is to provide the Prospective Employee the opportunity to;

- visit and begin to familiarise themselves with the work-setting in which they will be based, and how it connects with other parts of the wider organisation
- meet their potential work colleagues, and managers
- be introduced to the children they will potentially be caring for / educating / supporting
- provide an opportunity for the children to be introduced to a 'new adult' who may be responsible for keeping them safe and protected. Also for the children to ask the 'new adult' any questions they may have.

For prospective employees taking up a teaching post, a specific piece of work is done with prospective employees during the 'Show-Around' at The Lioncare School, to help them understand the task of providing therapeutic education and convergences and divergences between this work and other teaching and learning settings that they may have or will have experienced. All prospective employees are actively encouraged to ask questions and/or seek clarity on matters throughout the 'Show-Around', and to adopt The Lioncare Group's appropriate and necessary **Culture Of Enquiry**.

All prospective employees attending a 'Show-Around' are accompanied and closely supervised at all times, and allocated a current employee responsible for maintaining direct supervision of them throughout. No prospective employee is left unsupervised for any reason whilst on the premises of The Lioncare Group.

The overseeing or facilitating Registered manager or Head Teacher (or other) is responsible for ensuring the prospective employee is de-briefed either straight after the 'Show-Around' or later by telephone, in order to assist them in making sense of and gain meaning from their experience.

Pre-Employment Checks[2]

On officially becoming a Prospective Employee (i.e. when they have confirmed they accept the conditional offer of

[2] *Please refer to Keeping Children Safe in Education Part 3 (2020) for clarification on what checks are required in schools.*

employment) the Administrator begins the process of conducting all remaining pre-employment checks and verifications and information and document collation. No prospective employee will be permitted to commence employment unless and until all pre-employment checks have been carried out and completed and evidence is saved to their personnel folder. The Lioncare Group retains the right to withdraw its conditional offer of employment in the event that pre-employment checks raise concern or brings in to question the suitability of the prospective employee to work with children or hold a position of power and trust.

The pre-employment checks process can be separated in to five distinct phases but in reality each phase is carried out concurrently;

1. Obtaining a clear Enhanced DBS Certificate
2. Taking up written references and including verbal references from prior employment positions involving children and the reasons for leaving
3. Verification: of stated qualifications (especially Qualified Teacher Status for teachers) and identification and proof of address and right to work in the UK etc.
4. Checks on prohibitions and barring and especially all essential checks for teachers and those working in schools
5. Essential employment documentation: basic personal details (including National Insurance number, and Teacher number for teachers) , bank details for payment, Health Statement or Declaration, HMRC Employee Starter Checklist, ID Photo etc.

The Administrator sends out a standardised letter and reference request form to each referees specified on the application form. Those providing references must hold a relevant and authorised position within their organisation that permits them to provide a formal reference on behalf of that organisation, and who also has direct experience of managing the prospective employee whilst the prospective employee was in their employment, or who can gain the same from the relevant manager in their organisation.

Referees are sent the Job Description and Person Specification. Referees are asked about the prospective employee's suitability to work with children and specifically about any allegations that have been made against them, details of any competency or disciplinary process, and the prospective employee's actual reasons for leaving that employment.

Two employment references are sought for prospective employees prior to them starting employment. It is expected that a prospective employee will give permission for a current employer to be approached for a reference; resistance to permit this will be considered cause for concern and the prospective employee will be asked to explain their reasoning. The Lioncare Group reserves the right to delay starting the prospective employee, or withdraw the conditional offer of employment, if it is unable to gain a reference from the prospective employee's current employer, on the basis that the conditions of the offer of employment will not have been met.

To be clear; open references or testimonials are never accepted.

Additional references and/or verbal verification or telephone enquiry will also be sought from all prior employers where the prospective employee had been working with children or vulnerable adults. This is in addition to the references sought from the two referees stated on the prospective employees application form. The aim of this to verify the authenticity of the referee and the accuracy of the information stated on the application form in relation to previous positions and experience, verify the actual reason why the employment or position ended, and is in line with safeguarding procedures and good practice.

Any barriers to the gathering of all information are highlighted immediately to the Assistant Directors and Chief Executive Officer. The Chief Executive Officer has ultimate responsibility for decision-making regarding what action to take in such situations and this will depend on the circumstances. However, that said, anyone found to be barred from working with children will never be offered employment with the Lioncare Group and relevant authorities will be notified that the barred person has attempted to seek employment working with children.

Personnel Database and Single Central Record

As stated above, evidence of all information and documentation relating to application and recruitment and selection and pre-employment checks is saved and stored digitally and securely in individual Personnel Folders on the main drive at Lioncare House and with necessary access restriction in place. There is a separate folder for those employed through an employment or recruitment agency and on a temporary basis and in any work-setting of The Lioncare Group including The Lioncare School.

In addition, a log or record of all information and documentation relating to application and recruitment and selection

and pre-employment checks for every employee is also made in The Lioncare Group Personnel Database on the organisations Records Management System (also known as The GDrive). The HR & Office Manager based at Lioncare House has responsibility for regularly monitoring and reviewing the Personnel Database and ensuring it is maintained accurately and updated as required.

As a further precautionary safeguarding measure, and in line with our legal requirement regarding the recruitment and vetting process for all schools, including Independent Schools, as set out in the statutory guidance on 'Keeping Children Safe in Education' September 2021 Part 3, all relevant details and information including obligatory section 128 checks and checks of barred and prohibited lists pertaining to those employed to work at or in connection to The Lioncare School, is logged and recorded on the Single Central Record (SCR) on the organisations Records Management System (also known as The GDrive). The Head Teacher has responsibility for regularly monitoring and reviewing the Single Central Record and ensuring it is maintained accurately and updated as required.

It is a legal requirement that the Single Central Record for The Lioncare School clearly and easily indicates whether or not the following have been completed for all those employed to work at or in connection to The Lioncare School:

- Identity checks
- Barred list check
- An Enhanced DBS Check
- Qualification check (if applicable)
- Checks of right to work in the United Kingdom
- Additional checks on people living or working outside the UK;
- Prohibition from teaching/management check (using NCTL Teacher Services System online)
- Prohibition from teaching in Europe check (EEA – using NCTL Teacher Services System online)
- Written confirmation that the necessary pre-employment checks have been carried out will also be obtained from any Employment Agencies/Businesses and other Organisations supplying workers and added to the SCR

Start of Work and Induction

When all pre-employment checks have been satisfactorily and successfully completed for a prospective employee, and they have completed their first full hour of paid employment for Lioncare Ltd operating as The Lioncare Group, their status officially changes to that of **Employee**.

A prospective Employee is only permitted to commence employment and be considered an Employee after the Chief Executive Officer is satisfied that all references, checks, ID, and documentation are complete and in order, including confirmation of the right to work in the UK. In this respect, the Chief Executive Officer has ultimate authority on the decision to permit a person to commence employment with The Lioncare Group.

We are aware how difficult it can feel adjusting to a new workplace, a new team of colleagues, and a new group of children to work with, while learning about the specialist ethos and culture of our therapeutic practice model. Therefore our induction programme offers planned support in the initial few months of a new colleague's employment.

Newly appointed employees are assigned a named supporter / mentor to help show them the ropes, and our open-door policy means they can seek advice or information or help when they need it. We hope that from the very beginning, all colleagues can be and feel part of creating and maintaining a healthy **Culture of Enquiry and Challenge**.

Initial induction includes Safeguarding and Child Protection coaching and training, an introduction to Health and Safety Practice including Risk Assessment and Management policies and procedures, and access to the Employee Handbook and the Staff Code of Conduct for working at The Lioncare School. A company Google account is created for the employee (including a company Gmail address and login access for the organisation's Records Management System [GDrive] and the School-specific system [BehaviourWatch].

New starters are supported to make full use of daily team debriefs and one to one supervision sessions (held more frequently at the start of employment and then on an agreed frequency thereafter – see Supervision and Induction Policy) to explore their role and reflect on their practice, and to work with their colleagues to make induction a meaningful learning experience. At the end of six months, an End of Probation Performance Review is carried out to confirm permanent employment status.

Disposal of Personal Information

In line with the Data Protection Act 2018 and GDPR, information relating to unsuccessful candidates is deleted and/or safely disposed. All personal data is handled in a confidential manner at all times and both retained and disposed of securely. Any information that is provided to the organisation that is not relevant is deleted and/or safely disposed.

Recruitment Arrangements for Specific School-Based Positions

It is recognised that there are certain school-specific positions that require modified recruitment processes and procedures. The Lioncare Group doesn't necessarily seek to employ at The Lioncare School the same positions or roles that might be expected in other schools or educational establishments, be it in regulated or non-regulated activities.

The Lioncare School Safeguarding and Child Protection Policy (accessible via our website and the Policy and Procedure section of the GDrive) provide further detail on the arrangements for safeguarding children around employment of specific school-only positions and roles. The following is intended to offer a summary of that detail:

Volunteers: The Lioncare School does not specifically recruit volunteers to work with children. If it was considered beneficial to consider recruiting an individual in a volunteering role, a thorough risk assessment would first be undertaken to inform any such decision, and all appropriate and necessary pre-employment checks would be undertaken.

Professional and Trainee Placements: The Lioncare School is a popular setting for a number of further and higher education students to undertake placements. Any placements are organised with the placing Institution and the individual concerned, and are risk assessed, and subject to appropriate checks.

Senior Leaders, Board Level and Governance Appointees: Senior Leaders in The Lioncare Group are recruited according to this Safer Recruitment Policy and Procedure. They have thereby been subject to all appropriate and necessary pre-employment checks and verification, and including a section 128 check to ensure they have not been barred from the management of a school. New Board members and those in Governance roles may not be employees of the organisation but are nonetheless appropriately checked through the disclosure and Barring Service and are also subject to a section 128 check.

Agency Staff: The Lioncare School does not employ agency staff on a short-term basis. On occasion, the school may seek to employ agency staff to cover long term absence or to assist in delivery of a time-limited programme of education for a particular child, or a specific and again time-limited intervention to support improvement in a child's access to learning. In such cases, there is always an interview process and the agency submits a Candidate Profile as part of the business agreement between the agency and The Lioncare Group, and that clearly confirms that pre-employment checks have been undertaken.

This document includes the dates of checks and details such as the Enhanced DBS certificate reference number. A check is also carried out to confirm that the agency staff member is qualified and sufficiently experienced to undertake the work they will be asked to perform.

Employees of the Lioncare Group working temporarily in School: Administrative, maintenance and residential care staff work in school on an occasional basis to support a number of aspects of school life. They are recruited according to this Safer Recruitment Policy and Procedure. They have thereby been subject to all appropriate and necessary pre-employment checks and verification. Certain details and information will also be entered on the Single Central Record under the section, 'Home Employees'. This is in addition to the comprehensive details logged and recorded on the Personnel Database in their Personnel Folder (as described above).

Consultants**:** The Lioncare School uses professional consultants to support its work, and with whom the school has established a long standing, ongoing relationship. Those consultants who work during the school day have Single Central Record entries, whilst one who works exclusively with adults outside of school time does not.

This Policy Relates to the following Legislation

- The Children Act 1989
- The Protection of Children Act 1999
- The Care Standards Act 2000
- Education Act (Section 157) 2002
- The Children Act 2004
- Safeguarding Vulnerable Groups Act 2006

- The Protection of Freedoms Act 2012

This Policy Relates to the following Regulations

- The Education (Independent School Standards) Regulations 2014
- Children's Homes (England) Regulations 2015
- Keeping Children Safe in Education 2021

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 Bichard Inquiry: final report (2005)
- Regulated activity (children): supervision of activity with children which is regulated activity when unsupervised (DfE 2012)
- Helping employers make safer recruiting decisions (H.O. 2015)
- The PREVENT duty: for schools and childcare providers (2015)
- Safeguarding children and young people and young vulnerable adults policy (2015)
- Guide to Children's Home Standards Including Quality Standards (April 2015)
- Keeping Children Safe in Education (September 2021)
- Working Together to Safeguard Children (2018 and updated December 2020)
- Education Act 2002 Section 157
- The Pan-Sussex Child Protection and Safeguarding Procedures Manual: https://sussexchildprotection.procedures.org.uk/#
- Reference to the Brighton and Hove statutory Safeguarding Children Panel (B.H.S.C.P. also known as F.D.F.F. – Front Door For Families).
- The Warner Report (1992)

Related Policies

The following Policies and Procedures of The Lioncare Group provide further detail of how the welfare of children is promoted and how they are protected from harm:

- Safeguarding Policy
- Whistle Blowing
- Online Safety

This policy also has direct links to;

- The Lioncare Group Employee Handbook
- Training Notes
- Individual Induction

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 placed in our care and includes those who will have contact with children within the organisation and will be seen as safe and trustworthy and/or have access to confidential and sensitive information e.g. Administrators, House Keepers, School Keeper, Maintenance Workers.

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 placed 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

placed in our care.

d) The principles of safe recruitment also apply to the terms of any contract or service level agreements drawn up between The Lioncare Group and contractors or agencies that provide services for, or staff to work with, children placed in our care. Any service level agreement or contract will contain a safeguarding statement, which makes explicit the standards expected, and such agreement is regularly reviewed.

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, School 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.

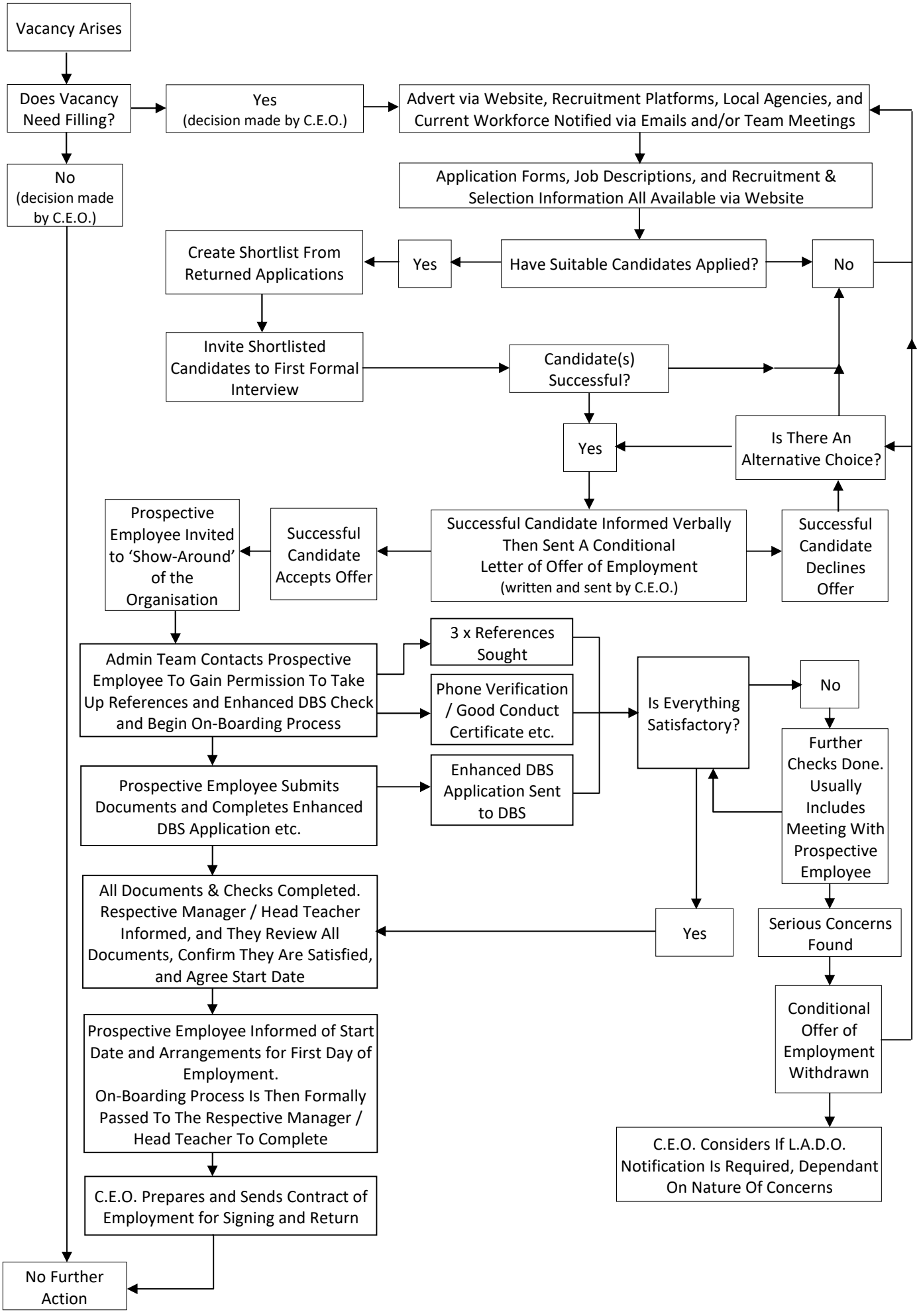
Members of the Management Team (Senior Therapeutic Carers, Senior Pastoral Lead and Senior Learning Support Assistant, Deputy Managers, Head Teacher and Registered Managers) are responsible for ensuring all those employed directly or indirectly or on a voluntary basis or as a student placement are made 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 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 each year and 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.

Safer Recruitment Procedure Flow-Chart



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