



Friends Therapeutic Community Trust

Staffing POLICY

June 2021

STAFFING POLICY

Legislation

- The Children's Home (England) Regulations 2015
- Health and Social Care Act 2008, section 20 Regulations
- Human Rights Act 1998
- General Data Protection Regulation (GDPR) 2018
- Safeguarding Vulnerable Groups Act 2006
- Rehabilitation of Offenders Act 1974

Practice Evidence

Inspection Body	Outcome/ Regulation	Evidence
Ofsted	33, 34, 35	HR File, Induction Records, Supervision Records, HR Files, Staff Meeting, Training Matrix, Single Central Record
CQC	12, 13, 14, 21	Supervision Records, HR Files, Staff Meeting, Training Matrix, Visitors Book, Induction Records, Single Central Record

Reference

- 1.1 Recruitment Policy
- 1.2 Equality in Employment
- 1.3 Confidentiality Policy
- 1.4 Staff Support Networks and Occupational Health
- 1.5 Staffing Ratios
- 1.6 Staff Training
- 1.7 Disciplinary Procedures
- 1.8 Grievance Procedures
- 1.9 Visitors

1.1 Recruitment Policy

Job description/Person Specification

At the start of the recruitment process it is important to define what the post holder's responsibilities towards children will be, as well as the qualifications and experience needed to perform the job, with particular attention to their duties with such vulnerable groups.

It is also important to confirm our commitment to safer recruitment.

All job descriptions detail:

- Main duties and responsibilities of the post;
- The post holder's specific responsibility towards the promotion and the practice of safeguarding the welfare of children that they come in to contact with through their job.
- TC Practitioner Competencies Framework.
-

Suggested content for person specifications:

- Qualifications required to do the job;
- Professional Registrations (if required);
- Enhanced DBS Disclosure required;
- The skills and competencies required

The Advert

Adverts for vacancies demonstrate our commitment to safer recruitment and vetting procedures, protecting every potential applicant from unfair practice and ultimately safeguarding our Resident group as much as possible. Promoting commitment to safeguarding and child protection can act as a deterrent to would-be abusers.

When placing adverts, the following statements are made:

- Our Company name
- The Job Title
- Hours of work indicating whether full-time or part-time
- Salary
- If the post is fixed term, the duration of the contract
- ADVERT TEXT (which includes reference to the post holder's responsibilities towards safeguarding children). The successful candidate will be required to undergo an enhanced disclosure from the Disclosure and Barring Service.
- Closing date

Application Forms & CV's

Candidates must complete a FTCT application form in addition to any CV they may have submitted. The applicant must state on the application form if they have used any other name/s, lived or worked overseas (including dates) or have anything to declare in relation to the required Enhanced DBS check. We also request the date of birth of the applicant to ensure that they are over 25, (required due to legislation around recruitment into care provision). The Glebe House application form asks candidates to confirm that they have visited the website and read our Safeguarding policy. The candidate will be asked during the Warner interview if they have read our Safeguarding policy and if they have any questions relating to it.

Rehabilitation of Offenders Disclosure

The application form:

- States that this post will require an enhanced Criminal Records check and therefore the candidate should disclose if they have been convicted, cautioned, court martialled for any criminal offence. As working at Glebe House is exempt from the Rehabilitation of Offenders Act 1974 all offences should be disclosed. Details of any Court action pending should also be provided
- Requests details of any unspent conditional cautions or convictions under the Rehabilitation of Offenders Act 1974 should be provided
- Requests details of any adult cautions (simple or conditional) or spent convictions that are not protected as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (Amendment) (England and Wales) Order 2020 should be provided

Should the candidate already have a DBS check, it should be noted that the Trust cannot accept this and will have to carry out their own check. DBS checks are carried out before a potential employee joins us and every 3 years thereafter. If the candidate has a current registration to the DBS Update Service, the Trust will check their status and a new DBS check will not be required, however the candidates' registration must be for the Child and Adult Workforce. Their registration to the DBS Update Service will be checked every 3 years. If the candidate cancels their registration, the Trust will require a new Enhanced DBS check to be completed.

The candidate will have a chance to discuss the circumstances surrounding any previous convictions they may have at interview. Any convictions disclosed should not be given to the Short-listing panel prior to short listing. Once the panel have made a short-list and invited them for interview, they should then be made aware of any candidate's criminal disclosure. Disclosing a criminal background should not be used as a reason to not shortlist a candidate. Having a criminal conviction will not necessarily bar a person from working with children and should not be used to discount applications.

Short Listing

The same selection panel should both short list and interview the candidate. At least one member of the panel should have undertaken safer recruitment and selection training.

- All application forms should be scrutinised to ensure:
 - They are fully and properly completed
 - The information is consistent and does not contain any discrepancies,
 - Gaps in employment/training or a history of repeated changes of employment are identified.
- Incomplete applications should not be accepted.
- Any anomalies, discrepancies or gaps in employment and the reasons for this should be noted, so that they can be taken up as part of the consideration of whether to short list the applicant, as well as a history of repeated changes of employment without any clear career or salary progression or a mid-career move from a permanent to temporary post.
- All candidates should be assessed equally against the criteria contained in the person specification.

Interview Process

Documentation for Interview

On the 'Invite to Interview', HR will request the following documentation is brought to interview which must be in date and with current address, if applicable:

- Passport and/or visa or work permit
- Photocard driving licence
- Proof of NI Number
- Two out of the following – utility bills (no more than 3 months old), Council Tax bill, letter from HMRC, P60
- Qualification certificates related to the job role

The HR representative will take photocopies of the documentation, which they will sign and date to verify that they have seen the original documentation.

Interview Panel

A panel of at least two people is recommended, allowing one member to observe and assess the candidate and make notes, while the candidate is talking to the other. One member of the panel should be trained in safer recruitment practice.

The members of the panel should:

- Have the necessary authority to make decisions about the appointment.
- Agree their assessment criteria in accordance with the person specification and prepare a list of questions they will ask all candidates relating to the requirements of the post.
- Identify any issues they wish to explore with each candidate based on the information provided in their application form and in the references.
- Make notes of the applicant's interview answers which should then be collated and given to HR.

Scope of the Interview

In addition to the General Interview a Warner-style (Safeguarding) interview will be carried out which explores:

- The candidate's attitude towards children/young people/vulnerable adults
- Motivation to work with and attitude towards children/young people/vulnerable adults. If a candidate's previous employment involved working with vulnerable adults and/or children and they have had a career change to not working with this group, reasons for this must be explained at interview as to why they now wish to return to working with this client group.
- Ability to support the organisation's agenda for safeguarding and promoting welfare
- Ability to form and maintain appropriate relationships and personal boundaries
- Emotional resilience in working with challenging behaviours
- Attitudes to use of authority and maintaining discipline
- Any gaps in the candidate's employment history
- Whether the candidate wishes to declare anything relating to the requirement for a DBS check and necessary discussion

Participation of Children and Young People

Children and young people can make a valuable contribution to the recruitment process and their participation should be considered for key strategic and managerial posts as well as posts where staff will have a high level of responsibility for children's day to day care e.g. residential staff.

The following considerations should be taken into account in planning children's involvement:

- Clarification of the role children will take in the process, how their views will be taken into account in selection and what weighting these will be given.
- Preparation and/or training
- Process for debriefing/feedback.

Employment Gaps

At interview, any gaps in employment history will be discussed with the candidate. If there are gaps in their history, the candidate should provide details declaring the reasons for their break from work. Valid reasons for gaps in employment may be: the candidate did not need to work, travelling, bringing up a family, caring responsibilities, family bereavement or a period of sickness. As there could be more sinister reasons for an absence, it is important to ensure that the candidate is able to give as much detail as possible, in order for the panel to make an informed decision, and are in receipt of all relevant information.

It is strongly advisable to discuss patterns of repeated change in career or employers at interview, ensuring that the reasons for this are fully explored and satisfy the interview panel.

Qualification Verification

At interview essential qualifications required for the post including those set by statute must be verified as a minimum by reviewing copies of all relevant documentation. Other qualifications stated on the application form may also need to be verified.

A photocopy of all the original relevant qualification certificates should be taken and if the candidate is successful these should be placed on their personal training file. If the candidate is unsuccessful, these should be destroyed.

Pre-employment Checks

References

A minimum of two professional reference checks are undertaken, one from the candidates' current employer and one from the candidates' previous employer. Both references must then be verbally verified by a HR representative. Referees are asked if they consider the candidate to be suitable to work with children and young people, any safeguarding concerns in addition to requesting details of any current disciplinary warnings or time-expired warnings that concern the welfare or safety of children. Reason for leaving is also requested. If a candidate's previous employment involved working with vulnerable adults and/or children and they have had a career change to not working with this group, a reference from the last organisation where the candidate worked with vulnerable adults and/or children would be requested.

Verification of Candidate's Identity

This is completed during interview and also as part of the required Enhanced DBS Check.

Enhanced DBS Check

If the candidate is successful they will be required to complete a DBS Disclosure application form. Once the Enhanced DBS Disclosure Certificate is returned, any conviction information will need to match up with the candidate's original disclosure to the interview panel. This information will not be kept if the candidate is not successful and should be destroyed.

For instances when a candidate's DBS Disclosure is returned with a Positive Disclosure or a disclosure is made on the Application Form or at Interview, the Registered Manager will be advised and a Risk Assessment will be undertaken assessing the information recorded on the Disclosure. The severity, nature, circumstances and timing of the conviction will need to be taken into consideration. An informed recruitment decision will be made following this Risk Assessment.

Original DBS certificates are verified by a member of the HR team including for those that are registered to the DBS Update Service. Candidates are asked to provide a copy of their DBS certificate when they receive it (by post or email) in addition to presenting the original on their first day of employment, for verification.

Verification of Qualifications

Any essential qualifications legally required to perform a particular job, such as QTS, as stated in the person specification, need to be evidenced by the potential employee. A copy of original certificates should be taken and placed on their file.

Verification of Professional Registration

Some posts require a professional registration with a regulatory body, such as the General Social Care Council, General Teaching Council etc. This again needs to be evidenced and placed on file, if the person specification states it as an essential prerequisite.

Right to Work in the UK

It is a legal obligation that every employer in the UK verifies whether a potential employee has the right to work in the UK. For information about this, go to [Gov.uk/Permission to work in the UK](#).

Overseas Disclosure and Barring Service Disclosure

Where possible, overseas checks are carried out on anyone who has lived or worked overseas for 3 months or more, in the last five years. If it is not possible to complete an overseas DBS check or obtain a letter of professional standing from the professional regulating authority from the relevant country, a risk assessment is completed and signed by the Registered Manager.

Driving Licence checks

All employees have their driving licences checked annually.

Prohibition and Section 128 Checks

Prohibition and Section 128 checks are carried out for all members of staff before they join and then carried out every 3 years.

Single Central Record

A Single Central Record is maintained with details of compliance checks for all staff, locums and volunteers. The provider of the Single Central Record ensures the portal is updated with any regulatory Ofsted and ISI changes to maintain compliance.

Agency Staff (including Agency Supply Teachers)

As with outside contracted staff, providing services such as tuition, coaching, supply teaching or specific courses that requires staff to work on our premises whilst children are in school, it is important that schools have evidence of the necessary checks in relation to these staff.

It is essential to carry out or have evidence of the same standard of checks for all staff even if they are not employed directly by the Company. With this in mind, all outside providers should be requested to provide evidence of the same pre-employment checks that we would complete if they were directly employing the staff themselves. This should be given in writing and in advance of the provider starting work and should be agreed as part of any contract between us and a Provider of Services.

Contractors

If there is any likelihood that Contractors may require to have unsupervised contact with children during a prolonged spell of work a Disclosure and Barring Services Check should be undertaken prior to the Contractor starting work in an establishment with children. This clearance should be clearly defined and stated in any contract struck and/or tendered between the trust and a Contractor, and paid for by the agreed contracted company.

All contractors visiting the site are required to sign in and out of the visitor's book stating name, date, times and contact for their visit, and also recorded in the site diary when reasonably practicable. Where possible the Trust will ensure continuity and use regular contractors for site maintenance activities, should a contractor send new unknown personnel, identification may need to be verified before work can commence.

Building and Maintenance Contractors

Children should not be allowed in areas where maintenance contractors are working for Health and Safety reasons, so there should be little opportunity for contracted personal to be unsupervised with children in general terms. It is difficult to definitively state that there will not be times when contact with a child occurs. Therefore, all projects with contractors need to follow the Glebe House Contractor Risk Management Guidance.

Where possible through a competent contractor's selection process, contractors who may come into contact with children on site will be asked if their staff have undergone DBS Disclosure checks, those that have done so will be checked through the DBS tracking service and will be used above other contractors who do not undertake DBS checks for their staff where reasonably practicable.

Emergency Call-Out Contractors (not previously checked)

Contractors that are called out in an emergency may not be a contractor that is checked, or not been selected through the competent contractor's selection process and known to us prior to the 'call-out' they will only have contact with children on an ad hoc or irregular basis and will not be allowed to be left unsupervised with children at any time.

Any contractor, maintenance worker or agency staff visiting Trust premises should only be by prior arrangement and will be the responsibility of the individual who organised the visit, unless this has been delegated to another member of staff as described in the Glebe House Contractor Risk Management Policy procedure.

Glebe House Contractor Risk Management Guidance

Guidance Regarding

Any contractor attending the Glebe House site who is not an employee who will be undertaking maintenance, repairs, installation, inspection and testing of services or providing tenders for possible works.

Glebe House operates an onsite supervision policy through the Community Support role and this provides a basis for all risk management of the young people engaging in onsite activities. Contractors visiting the site will be made aware of supervision requirements during their visit, expectations for control of tools and equipment and rest facilities to be used.

Staff and Residents will be informed of areas in which contractors will be working and of the supervision level/boundaries that will be required for the duration of the work.

Work areas to be made off limits to Residents if deemed practicable to support the risk management process, or if required under Health and Safety Regulations.

Risk Control Areas

High

(Supervised by Head of Safety & Site Services, Maintenance Team, Responsible Person or Staff with prior arrangement).

Back Office, Main Office, Reception, Bedrooms, Bungalow 1 & 2, David House Offices, Rest Areas, Archive Rooms, contractors working on their own.

Medium

(Periodic Supervision approximately 15-minute intervals by Head of Safety & Site Services, Maintenance Team in the first instance supported by Community Support or staff by prior arrangement), Landings, Communal areas, David House, Theatre, Education, Contractors working in pairs.

Low

(General supervision by Maintenance Team/Community Support as and when required)

Workshops, Boiler Rooms, Grounds, Store Areas, Gardeners Shed

During Resident holidays, High Risk area supervision is unchanged; all other areas revert to a low Risk.

1.2 Equality in Employment

We recognise that discrimination is unacceptable and although equality of opportunity has been a long-standing feature of our employment practices and procedure, we have made the decision to adopt a formal Equal Opportunities Policy. Breaches of the policy will lead to disciplinary proceedings and if appropriate, disciplinary action.

The aim of the Policy is to ensure no job applicant or employee is discriminated against either directly or indirectly on the grounds of race, colour, creed, nationality, ethnic or national origin, religious belief, political opinion or affiliation, sex, marital status, sexual orientation or disability.

We will ensure that the Policy is communicated to any agencies responsible for our recruitment and a copy of the Policy will be made available for all employees and made known to all applicants for employment via our website.

The Policy will be communicated to all private contractors reminding them of their responsibilities towards the equality of opportunity.

The Policy will be implemented in accordance with the appropriate statutory requirements and full account will be taken of all available guidance and in particular any relevant Codes of Practice. We will maintain a neutral working environment in which no worker feels under threat or intimidated.

Recruitment and Selection

The recruitment and selection process is crucially important to any equal opportunities policy. We will endeavour through appropriate training to ensure that employees making selection and recruitment decisions will not discriminate, whether consciously or subconsciously, in making these decisions.

Promotion and advancement will be made on merit and all decisions relating to this will be made within the overall framework and principles of this policy.

Job descriptions, where used, will be revised to ensure that they are in line with our equal opportunities policy. Job requirements will be reflected accurately in any person specifications.

We will adopt a consistent, non-discriminatory approach to the advertising of the vacancies. We will not confine our recruitment to areas or media sources, which provide only, or mainly, applicants of a particular group.

All applicants who apply for jobs with us will receive fair treatment and will be considered solely on their ability to do the job.

All employees involved in the recruitment process will periodically review their selection criteria to ensure that they are related to the job requirements and do not unlawfully discriminate.

More than one person will carry out short listing and interviewing where possible.

Interview questions will be related to the requirements of the job and will not be of any discriminatory nature.

We will not disqualify any applicant because he/she is unable to complete an application unassisted unless personal completion of the form is a valid test of the standard of English required for the safe and effective performance of the job.

Selection decisions will not be influenced by any perceived prejudices of other Staff.

Disability Discrimination

We believe in providing a welcoming, comfortable and accessible environment that is safe and easy to use for children, parents, relatives, staff, visitors and other users of the premises. We will endeavour to achieve equality of opportunity for all to ensure equal access to its facilities. Where possible, we will avoid physical features that make it difficult for people with a disability and make reasonable adjustments to improve the environment.

Staff Supervision

Who this Procedure Applies To

This procedure applies to all employees and other workers working in the home (including the Home's Manager, temporary, contracted, seconded, ancillary and agency staff).

Who Supervises

Children are looked after by staff who are themselves supported and guided in safeguarding and promoting the children's welfare.

All staff are properly managed, supported and understood to whom they are accountable.

How Often

The frequency of supervision should be as follows:

All staff will receive one to one supervision from a senior member of staff per 6 weeks. *For part-time staff the one to one supervision will be reduced to 8-weekly.*

New staff will receive one to one supervision at least fortnightly until induction completed and then monthly until the end of the probationary period.

Locum staff will receive one to one supervision every 12 weeks.

HR will monitor the frequency of supervisions to ensure this outcome is met.

Additional support - as well one to one supervision the following support structures exist at Glebe House:

- Fortnightly staff sensitivity group with an external facilitator who is a psychotherapist trained in group analysis;
- Weekly milieu supervision meetings for the residential team;
- Weekly clinical group meetings, including clinical supervision.
- Monthly waking night meetings;
- Monthly education team meetings;
- Weekly Senior Management Team Meetings
- Fortnightly Frontline Managers meetings

Convening

The supervisor is responsible for convening supervision sessions. The meetings must usually be held in private although it may on occasions be appropriate to invite another manager or consultant.

Recording

Supervision Records

Supervisors will hold a separate supervision book for each of their supervisees. A written record of each supervision will be contained within this book.

The supervisor is responsible for the storage of these books and for passing notes onto HR. They will copy these notes to the secure electronic recording system. These could be accessed through negotiation with the HR Manager by senior line managers as required. This record will include the time, date and length of supervision, and will be signed by both supervisor and supervisee.

The Inspectorate will have access to these records during their inspections.

- The date, start and finish times of supervisions;
- Responses to and methods of working with children;
- Work with any child for whom the staff member is a key worker or has responsibility for;
- Any matters/concerns relating to lone working; the staff member's role, including their accountability, in fulfilling the home's Statement of Purpose;
- The staff member's work in fulfilling the placement plan for individual children;
- Degree of personal involvement, feelings, concerns and stress;
- Staff development and training;
- Feedback on performance;
- Guidance on current and new tasks, including the setting and maintenance of standards; and
- Personal issues which may impinge on the member of staff's ability to carry out their duties effectively.

The expectation is that all these areas will have been discussed, and notes recorded, every third supervision.

Areas of discussion outside of such headings should be highlighted and the nature of recording negotiated. Such material should be considered through the line management structures.

Matters that might relate to the detail of future references will be recorded on staff files and the staff member will be informed as to what will be informed and as to what will be recorded and how long it will be seen as relevant.

The mandate and structure of supervision is negotiated between supervisor and supervisee in a Supervision Contract which can be open to renegotiation.

The registered person receives supervision from an external qualified psychotherapist in line with the regular staff structure.

All staff have current job descriptions. An annual appraisal system can include the formal review of job descriptions.

There is a rolling programme of annual appraisals in place. A monitoring system will be in place to alert the Director if annual appraisals fall more than 1 month behind schedule.

In addition to the structures within the staff team as support access to external counselling is available on a discretionary basis through an approach to the Director.

Clinical business meetings are held fortnightly and minuted, weekly milieu meetings are minuted.

New staff have an induction of two months and a probationary period of six months. During this time, they work through the Glebe House Induction Proforma as well as developing skills and knowledge pertinent to their role and accountabilities.

Changing the Record

If the staff member believes that information contained in the supervision record is inaccurate, incorrect or misleading about a matter of fact, s/he may ask for it to be corrected or changed.

Records must be changed where an opinion/assumption has been expressed on the basis of inaccurate or incorrect information.

The supervisor should make any agreed changes. If there is disagreement between the supervisor and the supervisee, the next line manager should be contacted and will make a decision.

The supervisor does not have to change his/her record if certain of its accuracy. However the outcome may be that a separate record is inserted showing that the supervisee disagrees and offers a counter view/opinion to sit alongside the original.

If the staff member remains unhappy s/he can use the [**Grievance Procedure**](#).

1.3 Confidentiality Policy

It is our joint responsibility to ensure that information pertaining to children is protected, and that only those who have a legal right, are given access.

All information, whether verbal or in writing, must be managed sensitively, giving paramount consideration to the welfare and safety of children.

The legal requirements are set out below, but the principle is, that all information must be kept confidential unless disclosure has been consented* by the subject child/person, or disclosure is in the public interest e.g. the disclosure will help to protect a child or others from being harmed or a criminal offence being committed.

Such consent, by a child, must be informed.

Legal duty of confidence

Personal information held about children is subject to a legal duty of confidence as adults, and should not normally be disclosed without the consent of the subject child (see above re consent).

The legal framework for confidentiality is contained in common law, the Human Rights Act 1998 and the General Data Protection Regulation 2018.

Disclosure of confidential information in exceptional circumstances

Whilst the general principle is that information obtained about children must be shared with them and not with others, there are exceptions. The public interest in child protection overrides the public interest in maintaining confidentiality, e.g. if there is a risk of harm to the child or others, then the law permits the disclosure of confidential information necessary to safeguard a child or children.

Disclosure should be justifiable in each case, for example to provide information to professionals from other agencies working with the child, and where possible and appropriate, the agreement of the person concerned should be obtained.

Those working with children must make it clear to them, that confidentiality may not be maintained if the disclosure of information is necessary in the interests of the child.

Even in these circumstances, disclosure will be appropriate for the purpose and only to the extent necessary to achieve that purpose. There may also be situations where third parties have a statutory right of access to the information or where a Court Order requires that access be given.

The circumstances in which information held in records on children and families can and should be disclosed and shared with others with or without consent are set out in the following sections.

In all other cases, where third parties such as advocates, solicitors or external researchers request access to information, this should only be given if written consent is given by the person concerned.

Informing children about disclosure

Children should be informed of the circumstances in which information about them will be shared with other professionals. This may be provided in the form of a User/Children's Guide or in other ways, and it will be made clear that in each case the information passed on will only be what is relevant and on a 'need to know' basis.

Disclosures and sharing information with colleagues and agencies

Sharing information promptly with others working with the same child, or who may need to know, is invariably the key to safeguarding the child's interests. This includes information gathered as part of therapeutic intervention or counselling session.

Therefore, relevant information about children must be shared with colleagues, other professionals or agencies who have a role to play in their care or need the information in order to look after the child. However, the general principle is that information may only be shared on a 'need to know' basis.

For example:

- Where professionals are undertaking a Child Protection Enquiry or Complaints investigation in relation to a child.
- Where the Police are investigating a criminal offence or require information to help them find an absent, missing or absconded child.
- Where information is requested in the furtherance of an inquiry or tribunal, or for the purposes of a Serious Case Review.
- Where the information is required by colleagues engaged in caring for the child or the information may reduce or prevent harm to the child at some time in the predictable future.

In such circumstances the person to whom the information relates should be informed that records have been requested or will be shared unless to do so would prejudice the purpose of the request.

Any objections they have should be considered before responding to the person making the request. Where information or records are passed to others it should be noted and confirmed in writing.

Information may also be disclosed to persons who have a statutory right of access to the information; For example

- Where the Court directs that records be produced or a [Children's Guardian](#) is appointed.
- Where information is requested by Inspectors of the [Regulatory Authority](#) e.g. Ofsted or CQC (who have specific statutory powers that permit access to records)

Where information is requested by telephone or electronically, great care must be taken to ensure that the recipient is entitled to receive the information requested. Where there is any doubt the information may not be provided without the approval of a Manager.

1.4 Staff Support Networks and Occupational Health

Employee Assistance Programme (EAP)

The Employee Assistance Programme, is a confidential, independent free service for employees and their families.

This programme offers a range of services, including:

Consumer Rights	Relationships	Family Dynamics
Pregnancy, birth and childcare	Parenting	Education
Exams/ study	Elder care	Life events
Physical Wellbeing	Disability/ Illness	Mental Health
Bereavement/ loss	Esteem/ Confidence	Depression/ Anxiety
Personal Stress	Addiction/ Dependence	Finance and debt
Benefit Entitlement	Workplace issues	

EAP FREEPHONE: 0800 243 458

OUTSIDE THE UK: +44 (0)20 8987 6550

MINICOM: 020 8987 6574

EMAIL: assistance@workplaceoptions.com

WEBSITE, including instant messaging: www.workplaceoptions.com

USER NAME: FTCT

PASSWORD: employee

Occupational Health

The Trust uses an external Occupational Health service when any health issue arises which may impinge on staff being able to do their job, i.e. frequent absences due to sickness. This service is also used when staff have had a long period of absence to ensure any necessary adjustments to their role or working hours are identified to aid the return to work.

1.5 Staffing Ratio's

Glebe House have a staff team of approximately 50 members of staff, these comprise of Care, Clinical, Education, Waking Night, Maintenance and Administrative staff teams. We also have a Locum Team. Our locum team are all fully inducted to the standard of full-time staff.

Shift Patterns

Glebe House operates a three-week fixed rota, this ensures continuity for our young people. The rota is designed with staggered shift patterns throughout the day, this ensure that the culture and homely feel of the community is protected. In the evenings there are five staff working as an ideal, 4 being a minimum. There is always a senior member of staff on-call as well as a Directors on call for serious incidents.

The on-call member of staff acts as a 'sounding board' for any staff on shift, if they require advice, they are also responsible for covering any shift issues that may occur.

1.6 Staff Training

Staff training is a priority at Glebe House and takes a range of different forms including statutory training, team training, Continued Professional Development, formal qualifications and Informal Training Opportunities.

Statutory Training

See Training Matrix.

All Staff receive Care and Control and Safeguarding Training

In addition, those staff that work directly with young people will have, or will complete their NVQ 3 in Health and Social Care (or equivalent) as well as undertake training in First Aid, Food Hygiene, Fire Awareness and COSHH.

Team Training

This is training specifically for enhancing the skills within each team. We also have Staff and Team Training Days which may focus on a particular subject or be used as an opportunity for team building.

Continued Professional Development

For those staff that have professional registration, such as social work or psychotherapy, they will have training opportunities relevant to their role to meet their CPD requirements.

Formal Qualifications

Glebe House support the continued academic development of the staff team and offer opportunities for staff to undertake higher level qualifications, such as Degrees, Masters Degrees and PhD's. These are discussed through supervision and the appraisal processes then training proposals are submitted to the Director for consideration. Staff undertaking Formal Qualifications will have to sign a Training agreement in respect of Cost, Time and Support needed.

Informal Training Opportunities

Glebe House support and promote the sharing of skills and knowledge across the different teams and therefore provide opportunities for staff to share their knowledge through staff meetings, group supervisions and Community meeting de-briefs and full community think days.

1.7 Disciplinary Procedures

The Trust's Disciplinary Procedure will be used only when necessary and as a last resort.

Where possible, informal and/or formal counselling or other good management practice will be used to resolve matters prior to any disciplinary action being taken. The procedure is intended to be positive rather than punitive but takes cognisance of the fact that sanctions may have to be applied in some circumstances.

This procedure has been drawn-up in accordance with the ACAS Statutory Code of Practice on discipline and grievance and current HR best practice guidelines. It is designed to help and encourage all staff to achieve and maintain standards of conduct, attendance and job performance. The procedure applies to all staff and is aimed to ensure consistent and fair treatment for all in the organisation.

Any disciplinary action under this procedure must involve advice from either the Director or Human Resources before any action is taken.

Principles

Informal action will be considered where appropriate to resolve problems. No disciplinary action will be taken against a member of staff until the case has been fully investigated.

For formal action the member of staff will be advised of the nature of the complaint against him or her and will be given the opportunity to state his or her case before any decision is made at a disciplinary hearing.

Staff will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of a disciplinary meeting.

Any complaint made against a member of staff will be fully investigated and no disciplinary action will be taken until you have been informed of the nature of the complaint (against you) and given the opportunity to make representations at a disciplinary meeting.

You will, at all times, have the right to be accompanied by a work colleague or full-time trade union official of your choice at any disciplinary or appeal meeting.

No member of staff will be dismissed for a first breach of discipline except in the case of gross misconduct, when the penalty may be dismissal without notice or payment in lieu of notice.

Whilst the Trust will make all reasonable efforts to ensure that you are present at any disciplinary hearing, in case of absence exceeding seven days then the Trust may hold the hearing in your absence, in which case you may make written representations.

Wherever possible the Trust will use its best endeavours to keep all details relating to any disciplinary investigation or procedure confidential.

Procedure

Line Managers, with advice from Human Resources, will deal with minor problems but if the matter is more serious the following procedure is used where:

- A member of staff's conduct is prejudicial to Resident's care or staff relations.
- A member of staff refuses to maintain standards of performance or behaviour.
- A member of staff refuses to perform duties shared within the Community and within their accountabilities.
- Policies and practice laid down in the Staff Manual and professional codes of practice have not been adhered to.

If it is not possible to settle the matter informally then the following formal disciplinary procedure will apply:

Stage 1: Verbal warning

If your conduct or performance has been unsatisfactory, you will normally be given a formal verbal warning. You will be informed of the reason for the warning. A note of the verbal warning will be kept on file but will be considered “spent” for disciplinary purposes after a period of six months, unless otherwise specified.

Stage 2: Written warning

If a serious disciplinary matter occurs or if there has been a failure to improve following a previous verbal warning, you will be given a formal written warning. The written warning will give details of the complaint, the improvement required from you and the period in which it has to be achieved. It will also warn that a final written warning may be issued if there is no satisfactory improvement within the required period and will advise of the right to appeal. A note of the warning will be kept on file but will be considered “spent” for disciplinary purposes after 12 months, unless otherwise specified.

Stage 3: Final written warning

If there is insufficient improvement following a written warning or if there is misconduct that is serious enough to warrant only one written warning, a final written warning may be given to you. This will give details of the complaint and will warn that dismissal, or some other action short of dismissal, may result if there is no satisfactory improvement within a particular period. It will also advise of the right to appeal. A note of the warning will be kept on file but will normally be considered “spent” for disciplinary purposes after a period of 12 months, unless otherwise specified.

Stage 4: Dismissal

If you fail to meet the standards required of you, or if there is gross misconduct, dismissal will normally result. A decision to dismiss can only be taken by the Director. As an alternative to dismissal and at the employer’s discretion, the Trust may demote you. If the Trust is considering dismissal, demotion or any other action short of dismissal, you will be given a written statement prior to the formal disciplinary hearing, setting out the reasons for the proposed course of action. The issues will be fully discussed at the meeting and you will be informed in writing of the outcome.

If you are dismissed, you will be provided with written reasons for dismissal, the date your employment terminated and details of any notice pay to which you are entitled. You will also be informed of your right to appeal.

If you are demoted, you will be entitled to the salary and other terms and conditions of employment appropriate to the position to which you have been demoted. You have a right of appeal against demotion.

Please note that the Trust reserves the right to enter this procedure at any stage, if your misconduct warrants such action.

Gross misconduct

The following is a non-exhaustive list of examples that are normally regarded as gross misconduct and as such are considered so serious that the member if staff may be liable to instant dismissal:

- Theft, fraud, deliberate falsification of records.
- Physical violence including fighting and assault on another person.
- Deliberate damage to Trust property or property belonging to any member of staff.
- Serious incapability through alcohol.
- Smelling of alcohol whilst at work.

- Abuse of drugs.
- Refusal to undergo a medical examination at the Trust's request.
- Refusal to comply with the Trust's search procedure.
- Negligence which causes significant loss, damage or injury.
- A serious act of insubordination.
- Serious failure to follow the health and safety rules of the Trust.
- Failure to notify the Trust of a serious and immediate danger to health or safety.
- Serious misuse of the Trust's computing, telephone or postage facilities.
- Deliberately accessing internet sites containing pornographic, offensive or obscene material.
- Sexual, racial or disability (and any other) unlawful harassment.
- Disclosure of confidential information.
- Dishonest use of the Trust's property or name.
- Bringing the Trust into disrepute.
- Improper use of the Trust's funds or property.
- Being in breach of the Trust's 'No Smoking Policy'.
- A member of staff's conduct is prejudicial to resident's care or staff relations.

If gross misconduct is alleged against you, the Trust may suspend you on full pay pending investigation of the matter. You will be given a written statement prior to the formal disciplinary meeting, setting out the reasons for the proposed course of action. The issues will be fully discussed at the meeting and you will be informed in writing of the outcome. If, following investigation and after a full disciplinary meeting, the Trust is satisfied that there has been gross misconduct, the outcome will normally be 'summary dismissal' without notice or payment in lieu of notice.

Misconduct

The following is a non-exhaustive list of examples that are normally regarded as misconduct:

- Poor timekeeping.
- Unauthorised and unreasonable absence from work.
- Failure to meet the adequate standard of job performance.
- Failure to comply with procedures.
- Minor violation of safety practices.
- Minor breaches of Trust regulations.

Appeals

You have the right to appeal against any warning, demotion or suspension within five working days and addressed to the Director who will hear all appeals.

Appeals against disciplinary dismissal must be made within five days and should be addressed to the Trustees.

You will be informed in writing of the date of any appeal and you will be entitled to bring a colleague or a full-time trade union representative with you to the appeal hearing. The Director or Trustees may decide the matter at the hearing or adjourn the hearing for further investigation or for further consideration. You will be informed of the outcome of any appeal hearing, in writing, as soon as possible and such decision is final.

1.8 Grievance Procedure

The Trust wishes to ensure that all of its staff are treated fairly and with respect. If staff have problems or concerns about their work, working environment or working relationships, the Trust will seek to resolve these problems before they develop into more serious situations.

Please note that if your complaint relates to bullying or harassment on the part of a colleague, the matter should be dealt with under the harassment procedure. Complaints that amount to an allegation

of misconduct on the part of another staff member will be investigated and dealt with under the disciplinary procedure and you will be informed of the outcome.

The Trust recognises that a formal grievance procedure can be a stressful and upsetting experience for all parties involved. Everyone involved in the process is entitled to be treated calmly and with respect. The Trust will not tolerate abusive or insulting behaviour from anyone taking part in or conducting grievance procedures and will treat any such behaviour as misconduct under the disciplinary procedure.

This grievance procedure has been drawn-up in accordance with the ACAS Statutory Code of Practice on discipline and grievance and current HR best practice guidelines.

If you have any grievance in relation to your employment, you should raise it informally with your Line Manager, who will attempt to resolve the situation on an informal basis. If you feel unable to approach your Line Manager directly, you should approach the Director, who will discuss ways of dealing with the matter with you.

Where attempts to resolve the matter informally do not work, it may be appropriate for you to raise a formal grievance. A formal grievance should be concerned with the way in which you have been treated by the Trust or managers acting on its behalf.

If your Line Manager is unable to settle the matter informally then the following formal grievance procedure will apply:

Stage 1 - Making the complaint

The first stage of the formal grievance procedure is for you to put your complaint in writing and send it to your Line Manager. This written statement will form the basis of the subsequent hearing and any investigations, so it is important that you set out clearly the nature of your grievance and indicate the outcome that you are seeking. If your grievance is unclear, you may be asked to clarify your complaint before any meeting takes place.

Your complaint should be headed "formal grievance" and sent to your Line Manager. If your complaint relates to the way in which your Line Manager is treating you, the complaint may be sent to the Director.

A formal grievance hearing will be arranged with you to discuss the grievance. You have the right to be accompanied at the grievance hearing by a work colleague or a trade union representative.

Further attempts may be made to resolve using mediation, depending on the nature of your complaint. However, if you are not satisfied with the outcome, you may insist on the matter proceeding to a full grievance hearing.

Before proceeding to a full grievance hearing, it may be necessary to carry out investigations of any allegations made by you, although the confidentiality of the grievance process will be respected. If any evidence is gathered in the course of these investigations, you will be given a copy long enough in advance of the hearing for you to consider your response. In exceptional circumstances, the evidence given by individuals may have to remain confidential. Where confidentiality is necessary, this will be explained to you and an appropriate summary of the evidence gathered will be given to you.

The Grievance Hearing

The hearing will be held as soon as is reasonably practicable and, subject to any need to carry out prior investigations, within five working days of the receipt of your written complaint. It will be conducted by your Line Manager, unless the complaint is about them. At the meeting, you will be asked to explain the nature of your complaint and what action you feel should be taken to resolve the matter. Where appropriate, the meeting may be adjourned to allow further investigations to take place.

You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform your Line Manager as soon as possible. If you fail to attend without explanation, or if it appears that you have not made sufficient attempts to attend, the hearing may take place in your absence.

While you will be given every opportunity to explain your case fully, you should confine your explanation to matters that are directly relevant to your complaint. Focusing on irrelevant issues or incidents that took place long before the matters in hand is not helpful and can hinder the effective handling of your complaint. The manager conducting the hearing will intervene if he/she thinks that the discussion is straying too far from the key issue. The manager may also intervene to ensure that the meeting can be completed within a reasonable timeframe, depending on the nature and complexity of your complaint.

Following the meeting, the manager conducting the hearing will write to you with his decision about your grievance within five working days of the hearing. If you are not satisfied that the matter has been adequately resolved, or if the manager fails to deal with your written grievance, then Stage 2 of the procedure will apply.

Stage 2 – Appeal

If you feel that your grievance has not been resolved at Stage 1 of the procedure, you should appeal in writing to the Director. You should clearly state the grounds of your appeal, i.e. the way the procedure was conducted, or the outcome. This should be done within 7 working days of the written notification of the outcome of the grievance.

An appeal meeting will be arranged to take place within 5 working days of the submission of your formal appeal. You have the right to be accompanied at this meeting by a work colleague or a trade union representative.

You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform your Line Manager of this as soon as possible. If you fail to attend without explanation, or if it appears that you have not made sufficient attempts to attend, the hearing may take place in your absence.

The appeal hearing will be conducted by the Director, who will consider the grounds that you have put forward and assess whether or not the conclusion reached in the original grievance hearing was appropriate. If the original complaint is about the Director a Trustee will conduct the appeal hearing. The appeal is not a rehearing of the original grievance, but rather a consideration of the specific areas with which you are dissatisfied in relation to the original grievance. The Director, while conducting the appeal, may therefore confine discussion to those specific areas rather than reconsider the whole matter afresh.

The Director will write to you within five working days of the meeting with his response to your appeal. If it is not possible to contact you with a response within that time, you will be given an explanation for the delay and will be informed when a response can be expected.

If the Director is absent during this period then the appeal should be heard by a named impartial deputy.

Note: If your grievance involves your supervisor, you may initiate the grievance procedure at Stage 2.

Stage 3 – Final appeal

Where your appeal has not adequately been resolved at Stage 2, you should make a further appeal in writing to the Duty Trustee. The Duty Trustee, or an authorised deputy, will arrange to hear your appeal within 10 working days of receiving your written notification. You have the right to be accompanied at this meeting by a work colleague or trade union representative.

The Duty Trustee or the authorised deputy will give you a decision regarding your appeal within 10 working days. If it is not possible to respond to your appeal within that time, you will be given an explanation and you will be told when a response can be expected. Any decision of the Duty Trustee or the authorised deputy is final.

Confidentiality

Please note that any grievance raised by you will be received in absolute confidence and the Trust will, as far as possible, keep any details or your complaint confidential save and except where your grievance leads to disciplinary action against another employee of the Trust. The Trust will promptly investigate and deal with any grievance brought to its attention.

1.9 Visitors

We wish to maintain an open and professional relationship with neighbours, agencies and interested people in the community. We also welcome and encourage visitors to our homes but we understand that this has to be achieved within the context of protecting the interests and rights of everyone living and working within the home.

There is a potentially wide range of people who may wish to visit our home and staff need to be vigilant when permitting visitors to enter the home, ensuring identification is always authenticated. If the visitor is unable to prove their identity, the Director must be consulted and give approval before contact is permitted.

Visitors to homes fall into several categories: Social workers, parents, relatives or friends of children, prospective employees, inspectors, neighbours or representatives of community/agency groups, workers, delivery drivers, meter readers and the like.

The degree of briefing they need should be appropriate to the risks to which they are exposed and to which they might expose children. We understand this must be kept in context. We want the children in our care to lead normal everyday lives and to learn how to assess and manage risks.

The following applies to all visitors who are likely to remain in the home or come into contact with children:

- They should have a clear understanding of the purpose and function of the home, this does not mean that they should be required to read our Statement of Purpose, but they should be briefed on the purpose of the home and risks they may encounter.
- The visit should normally be planned/announced and agreed by the manager or staff (e.g. for social worker visits). Visits to children by parents, relatives and friends must be planned as set out in Section 2, Parents, Relatives and Friends. As part of the planning process, a risk assessment must be undertaken.
- Visitors should be welcomed by a manager or senior member of staff on duty, who should act as a reference person for the visitor for the duration of their visit. The manager/member of staff should ensure that the visitor's identity is authenticated.
- The visitor should be briefed on what behaviour they are likely to encounter, what to do if an incident occurs, practical matters such as fire precautions, location of toilets, mealtimes, etc.
- Any visitors that are unchecked (DBS Checks) must be chaperoned when on the home's premises.
- Their arrival and departure must be recorded in the Visitors Book and, if an individual child has been visits, his/her daily record.

Delivery People

See Section 1, General

People visiting for short periods such as delivery drivers, post office staff etc. will not be allowed to have unsupervised contact with children and will not normally be expected to note their arrival or departure in the Visitors Book.

Maintenance Workers and Contractors

See Section 1, General

Before Contractors are permitted to undertake work in the home, the manager must ensure that they are properly briefed on the purpose and function of the home, and that any parameters are agreed, preferably in writing e.g. which parts of the home they may access, safe management of tools/equipment.

Staff must ask the visitor to prove their identity before entering the home. If the person is unable to do so or there is any doubt or concerns on the part of staff, they may not come into the home and should be politely referred to a manager.

Under no circumstances may contractors have unsupervised contact with children, even if they have obtained DBS checks, unless the relevant social worker approves it.

All arrivals and departures must be recorded in the Handover File and Visitors Book, any concerns raised by the workers or by staff within the home must immediately be brought to the attention of the manager.

Officials (e.g. Social Workers, Independent Visitors, Regulatory Authority)

See Section 1, General

Independent Visitors or Advocates who are likely to require unsupervised contact with children must firstly satisfy the manager of the home that they have up to date Enhanced DBS Checks. Social workers, police officers and representatives of Regulatory Authority will not be required to provide details of DBS Checks.

Should such visitors require unsupervised contact with children, this is acceptable but they should not be alone with children in their bedrooms.

Neighbours

See Section 1, General

Neighbours may not have unsupervised contact with children.

We are keen to establish good relationships with people in the community, maintaining an open and honest dialogue; we manage any anti-social impact by reducing noisy activity and being sensitive to community demands.

If an incident occurs, it must be taken seriously. All phone calls or visits should be dealt with calmly and politely, even if the caller is aggressive. A manager should call back as soon as possible and if at all possible, arrange a visit to the neighbour. If the neighbour wishes to make a complaint, the manager should refer to the Complaints Procedure.