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RECRUITMENT POLICY

Out of Hours Kids' Club follows a rigorous procedure to ensure the suitability of the staff we employ. We endeavour to employ staff with suitable qualifications or encourage unqualified staff to access training commensurate with the role they wish to undertake. We take copies of any qualifications that our staff hold, and these are kept on site in the continuing professional development file and also in their file which is held in the admin office.

Out of Hours Kids' Club aims to provide a safe environment for all.

This means rigorous attention is given to:

Recruitment

All job advertisements contain a statement relating to our commitment to safeguarding.

Out of Hours Kids' Club endeavours to ensure that the company's recruitment policies and procedures are open, fair, and non-discriminatory. We understand that children need positive role models from their own ethnic and cultural background.

We hope to recruit a staff team that reflects the make-up of the local community.

To ensure the well-being of children in our care we have high expectations of our staff team.

At the interview process playwork staff are given oral and written questions to answer.

All staff are expected to have sufficient understanding and use of English to be able to fulfil aspects of their role such as:

- Sharing information about the child with the child's parents/carers or school staff after obtaining consent in line with the new GDPR regulation.

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RECRUITMENT POLICY

- Completing daily record sheets such as:
- Food Safety
- Daily risk assessments
- Administration of medicine forms
- First Aid Records

Supervision

We undertake a range of methods to ensure that our staff members are provided with the opportunity to discuss their views, provide constructive feedback and engage in open, individual discussions to ensure that we provide a highly effective provision. We are also very aware of our staff member's well-being and our responsibility to provide a positive work environment, which does not negatively impact on any individual's mental health.

We use one to one meetings, peer observations, daily feedback meetings either with individual staff members or as a group. We also hold site staff meetings, weekly site managers meetings coaching and mentoring sessions either at the site or admin office. These are implemented whenever we introduce new resources so that our staff members feel confident in using the new resources.

Working practices

We support the delivery of the EYFS and provide a range of fun, safe and stimulating play opportunities to meet the children's individual needs.

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RECRUITMENT POLICY

Training

Our Site Managers hold at least a level 3 qualification and have a great deal of experience working in a management role which exceeds the requirements of the EYFS.

Our Deputy Managers hold at least a level 2 qualification.

Furthermore, our staff teams attend core training in:

- Safeguarding - Designated Person - Site Managers and Deputy
- Basic Safeguarding - All other staff
- Prevent Duty online training

(We layer our Safeguarding training to ensure that our staff members always have the most current information. We use both in-house and distance courses combined with research and focus meetings to ensure that all our staff members have a current knowledge of safeguarding.)

- Food Safety
- Health and Safety
- Paediatric First Aid
- First Aid at Work - Site Managers and Deputy Site Managers
- As a minimum two members of staff will hold First Aid at Work on each site

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RECRUITMENT PROCEDURES

Fair recruitment and selection procedures for all staff and volunteers will be adhered to in order to ensure good practice and to deter unsuitable applicants.

Any advertising for staff will state that Out of Hours Kids' Club is a safety conscious organisation that gives a high priority to our safeguarding responsibilities.

Prospective candidates for a position with the company will be advised prior to applying that the role requires DBS (enhanced) checks and references applicable to their suitability to work with children. All applicants will be made aware that they must complete a disqualification by association declaration before commencing employment with Out of Hours Kids' Club.

We will request two references for any position with Out of Hours Kids' Club. One reference must be from their most recent employer and applicants cannot provide references from family members.

Any gaps in employment history will be addressed prior to an offer of employment being made.

We will request that applicants complete a staff medication form so that we are aware of any prescribed or over the counter medication that they may be taking.

Any medication taken by staff must be identified and if required whilst on duty it must be kept in a locked cupboard.

All offers of employment are conditional upon these checks and suitable references. A probationary period of twelve weeks will apply to all offers of employment. Your offer of employment will be retracted if we fail to secure the correct information.

All applicants must agree to these conditions.

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PERSONNEL CHECKS

All staff employed by Out of Hours Kids' Club will be subject to Enhanced Checks.

The Disclosure and Barring Service searches police records and, in relevant cases, barred list information, and then issues a DBS certificate to the applicant and notification to Out of Hours Kids' Club to help the company to make an informed recruitment decision.

New DBS checks are processed online at the admin office with support from the recruitment team. The new employee will receive a paper copy of their disclosure in the post from Capita. The DBS certificate issued to staff must be retained by the employee and they are advised to keep it in a safe place. Out of Hours Kids' Club will obtain a reference number and date of issue from Capita. This information will then be noted on the new employees' personnel documentation. Out of Hours Kids' Club will keep a record of an employee's disclosure number and the date of issue and this information will also be shared with the schools we operate in. Schools will be provided with updated lists at least each half term.

New employees are encouraged to sign up to the DBS update service and they are responsible for the fee for this. New employees must register for the service within 19 days of the certificate being issued to them.

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2.14

DISCLOSURE OF CONVICTIONS

During the interview process all applicants will be asked to disclose any convictions, cautions, court orders, reprimands, or warnings; either in the past or pending which may affect their suitability to work with children. We will make it abundantly clear that all cautions and convictions must be disclosed regardless of whether the interviewee believes them to be spent.

In order to ensure that safeguarding is always a high priority, staff will be asked to sign an annual declaration that they have not behaved in a manner which would affect their suitability to work with children. This should include anything relevant from other employment. All staff will adhere to Out of Hours Kids' Club Code of Conduct at all times.

CODE OF CONDUCT

Adults who work with children are responsible for their own actions and behaviour and should avoid any conduct which would lead any reasonable person to question their motivations and intentions.

A person who is barred from working with children or vulnerable adults will be breaking the law if they work or volunteer or try to work or volunteer with those groups.

If Out of Hours Kids' Club knowingly employed someone who is barred to work with these groups the company would be breaking the law under the Safeguarding Vulnerable Groups Act 2006.

Out of Hours Kids' Club will always make strenuous checks to ensure staff working for the company are safe and suitable to do so.

2.14

DISCLOSURE OF CONVICTIONS

All employees of Out of Hours Kids' club will complete a disqualification by association form on an annual basis. Schools will be provided with a copy of our annual tracking document in relation the staff who are employed at their setting.

2.15 STAFF QUALIFICATIONS AND IDENTITY CHECKS

The company's aim is to ensure as far as is possible that anyone, paid or voluntary, who seeks to work with children and young people through the company's activities and who gains substantial access to them thereby (whether within operating hours and/or beyond) is as safe to do so in safeguarding terms as can be guaranteed.

Therefore, the RO will ensure that the following checks are carried out on all prospective directors, staff and volunteers whose work may create a situation of substantial access to children and young people:

- An Application form and work history will be examined to discover any gaps that may give cause for concern.
- Interviews will be conducted by senior staff who have an understanding of safer recruitment guidelines.
- References will be requested from their most recent employer, applicants may not use a relative for a reference.
- A DBS enhanced police check will be undertaken using Capita Recruitment Vetting Service.
- A Health Declaration will be obtained for all new staff to identify any medical needs or conditions. This is sent out as part of the application process.
- The registered person Vicky McBride, will ensure that Site Managers are suitable for the role.

The recruitment process will also see staff identities and qualifications checked. The Staffing Manager, Claire Jones is responsible for ensuring these checks are carried out. Sarah Barnard HR Manager will also complete these checks.

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2.2₁

INDUCTION POLICY

Out of Hours Kids' Club recognises that its staff are fundamental to its success as a quality childcare provider. To enable all staff to become effective and efficient in their role as quickly as possible, it is essential that all staff who are new to the company or to their role in the company receive an induction.

Thorough induction procedures will be used to help staff feel welcome, help them to get up to speed in their role and perform their duties effectively. Induction is aimed at helping staff to understand their new job as soon as possible and to become:-

- Personally secure in the workplace
- Integrated into the staff team with the relevant knowledge of the company, their employees, and the site they are working in
- Ready to move forward in their role and to access any training that will support their role (training is usually available after the probationary period) with the exception of Paediatric First Aid and Safeguarding which may follow the six-week review.

Inductions will be undertaken for all new staff and to existing staff members who take on a new role within the company.

Out of Hours Kids' Club understand how important it is to support staff who are internally appointed to a new role and an induction programme for all staff taking on a new role will be followed.

Staff will be provided with the relevant information and support that will enable them to apply themselves to their job and fully contribute to the success of the company.

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2.2₂

INDUCTION PROCEDURES

Inductions will be undertaken at both the admin office and on site to make staff aware of policies and procedures relevant to their area of work and to introduce them to the terms, conditions, roles and responsibilities of their employment, and also on site where managers will make staff aware of site-specific information.

During this process new members of staff are encouraged to ask questions if any details are not clear to them. A record must be made of questions and the responses given. A signature is required at the end of each section from the new staff and the staffing team.

A copy of induction paperwork is given to staff and the other copy will be retained in the employees' Personnel Folder in the admin office and on site.

Staff appointments will be conditional on suitable references, a DBS/CRB check, disqualification by association declaration, health checks and a twelve-week probationary period.

Photos will be taken at the admin centre to be used for ID badges and other information will be sought such as bank details and next of kin emergency contact details. We will obtain consent for any data that we collect in line with the GDPR regulations.

2.2₂

INDUCTION PROCEDURES

Staff will also be given an induction to the site where they are allocated to work. On their visit to the site, they will be met by the manager or deputy and taken on a tour of the areas used by Kids' Club.

The site induction will cover areas such as:

- Emergency procedures (fire alarm, fire drill, fire extinguishers)
- Evacuation routes
- Lockdown procedures
- Toilets
- Visitors (i.e., procedures, visitors' book, badges)
- Car parking
- Accident/incident procedures
- First Aid (procedures, first aiders, first aid box)
- Food Safety

Food safety awareness training in the first instance will be provided through instruction on site, this will be a working document during the initial weeks. Food safety courses will be obtained to ensure that all staff have a good understanding of the current Food Safety Regulations.

A check list will be used by the manager or deputy to ensure all relevant areas are covered on the site induction.

2.3₁

STAFF SUPERVISION POLICY

Out of Hours Kids' Club most valuable resource is its staff team. We are committed to accessing good quality training and development opportunities for staff so that they can perform their roles efficiently and effectively. Out of Hours Kids' Club aims to foster a culture of mutual support, teamwork and continuous training and development.

Out of Hours Kid's Club aims to ensure that children are kept safe through the careful organisation of work and effective supervision of staff. We use several methods to ensure that we meet the EYFS guidelines with regards to the supervision of staff. With respect to staff supervision and review of performance we use one to one meeting, records of discussion, action plans and peer observations to enable us to understand how each member of staff is doing both in work and in their personal well-being.

To ensure ongoing good practice, Out of Hours Kids' Club has a policy of support and training of staff. Staff training and development is vital as it allows staff to keep up to date with current practice and theory in play and child development. Well trained staff allows Kids' Club to be in a better position to meet the complex needs of the children in our care.

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2.3₂

STAFF OBSERVATION AND DISCUSSION PROCEDURES

All staff will have access to regular support, and this is done through a range of methods. We provide the staff team with opportunities to discuss any aspect of their role in the following ways. We provide opportunities for our staff to talk as part of a group or individually about any aspect of their current role, future role and their own personal well-being.

Each site has regular site meetings which provide the team with the opportunity to discuss any issues or concerns that they may have.

The Site Manager also attends a weekly meeting in the admin office which enables them to bring any concerns raised at the site meetings to us. They can also raise any issues or concerns with the admin office on a daily basis.

In addition to this the Site Manager carries out records of discussion and creates action plans to support individual members of the staff team. We carry out peer observation which provide us with the opportunity to provide feedback to individual members of the team and the Site Managers also have one to one meetings with individual staff members which enables them to discuss their personal well-being. In addition to this staff have access to members of the office team if they wish to raise any concerns or discuss any elements of their role.

The aim of these meetings is to allow staff the opportunity to discuss their work with a manager, to identify areas for improvement or training and to share good practice.

2.3₂

STAFF OBSERVATION AND DISCUSSION PROCEDURES

Regular dialogue between staff and managers gives them the opportunity to:

- Discuss issues - such as children's development or well being
- Identify solutions to address issues as they arise - such as dealing with challenging behaviour
- Improving personal effectiveness through coaching - such as how to deal with the requirement to provide interesting, challenging play opportunities that will stimulate and entertain the children.

Managers attend regular meetings at the admin centre where areas for concern or improvement can be discussed and areas of good practice can be celebrated and shared with the other Kids' Club settings. The meetings provide an opportunity for reflective practice and a sharing of points of view.

Staff CPD records are held on site and lists of qualifications held by the staff are regularly updated with copies held both on site and in the admin office. This enables staff to understand their training needs and enables management to plan ahead and book training courses where required.

2.3₂

STAFF SUPERVISION PROCEDURES

To ensure the welfare and safety of the children in our care Out of Hours Kids' Club will also follow the steps below: -

- Staff appointments will be subject to a probationary period when staff will be supervised by colleagues with safeguarding training and experience
- Each post will have a clear job description. Within that job description the staff role relating to safeguarding children will be outlined
- Out of Hours Kid's Club will monitor all staff with safeguarding in mind. Any concerns will be noted immediately, and appropriate action taken
- All staff will be given access to a copy of good practice guidelines for working with children and young people and the Safeguarding policy will be discussed at induction and its implications explained to them
- All staff are provided with support commensurate with their responsibilities in relation to child protection, and their requirement to maintain caring and safe relationships with children
- Out of Hours Kids' Club will take appropriate action in relation to any concerns of abuse, consistent with its duties to protect the safety of children and uphold fair processes for staff and volunteers

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2.3₃

STAFF QUALIFICATIONS

The Department for Education Framework for Early Years settings states that the daily experience of children in early years settings and the overall quality of provision depends on all practitioners having appropriate qualifications, training, skills and knowledge and a clear understanding of their roles and responsibilities. To achieve a quality provision Out of Hours Kids' Club, undertake to achieve the best possible outcomes for staff training and development.

Out of Hours Kids' Club exceed the guidelines of the Welfare Requirements for the Early Years Foundation Stage with regard to staff qualifications.

The Manager in each of our settings will hold a full and relevant Level 3 qualification or will have met Out of Hours Kids' club stringent experience and knowledge requirements. In addition to this manager's should have experience working in an early years setting or two years other suitable experience.

Our aim is to ensure that at least half of our staff other than the manager holds as a minimum a full and relevant level 2 qualification.

In each of our settings there is a member of the staff team who is capable and qualified to take charge in the manager's absence.

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2.34

STAFF PEER OBSERVATION POLICY

Out of Hours Kids' Club recognises the importance of regularly evaluating the service that we provide. By carrying out peer observations we can help to recognise achievements, to identify and correct mistakes and to provide staff with a platform to give feedback which could help to improve the service provided.

Out of Hours Kids' Club is constantly striving to improve the quality of the Company and the responses of staff at this time will play a vital part in this process.

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2.35

STAFF OBSERVATION PROCEDURES

Staff participate in one-to-one sessions with their Site Manager and this provides them with the opportunity to discuss aspects of their role and it also provides an opportunity for the staff member to discuss their personal well-being. It provides an opportunity for staff to discuss their achievements and it also provides an opportunity for them to discuss any goals that they have for their future with our company. The one-to-one session can also be used to steer staff towards the relevant training required to progress through the company. We want our staff team to grow with us and our one-to-one sessions provide an ideal way for this to take place.

In addition to the one-to-one sessions the Site Managers also carry out peer observation on the staff working at their settings. Peer observations provide the Site Manager with the opportunity to discuss the individual's strengths with them and also enables the Site Manager to identify areas where the staff member would benefit from support or training.

We also use photographs taken at the sites to provide our staff team with a snapshot of what anyone else looking on would have seen at that time.

These provide our staff with the opportunity to see things from a parent's/visitor's perspective and can often encourage the staff to identify changes that would benefit both the enjoyment of the children and their work environment.

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2.36 STAFF TRAINING AND DEVELOPMENT POLICY

Out of Hours Kids' Club recognises the need to maintain a staff team with relevant qualifications.

In addition to training in Playwork or Early Years, Out of Hours Kids' Club expect the staff team to train in four other core areas.

These areas are;

- Local authority approved safeguarding courses - commensurate to the role, kept current with in-house training
- Paediatric First Aid - at least one member of staff who holds this certificate must be present with each group of children at all times
- Health and Safety - kept current with in-house training
- Food Safety - kept current with in-house training

We will ensure that at least two members of the team hold First Aid at Work. This will usually be the Site Manager and Deputy Site Manager but at some sites the second person may not be the Deputy.

Staff who accept a place on a training course and fail to attend the course without giving suitable notice will be charged for the cost of the course. We require 48 hours' notice for cancellation of any course so that we can make the provider aware in good time. If staff fail to attend or do not notify us within the time frame identified if we are invoiced, then this charge will be passed on to the staff member concerned.

Staff will be issued with a confirmation letter for any courses booked.

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2.37

STAFF TRAINING AND DEVELOPMENT PROCEDURES

Most short courses required by staff working for Out of Hours Kids' Club will be funded by the company.

It is not always possible for staff to attend training courses within their work hours due to the times set by the training providers. If staff attend a short course outside of their usual working hours, they will be paid for their time at a rate set by the company - not necessarily their usual hourly rate.

Staff wishing to undertake long term programmes of study such as NVQ's and Technical Certificates can access funding from the Skills Funding Agency or through local colleges and training providers. (Out of Hours Kids' Club are unable to pay for staff to attend these courses.)

It is a requirement that core training is refreshed at intervals in accordance with the advice provided by the awarding bodies (i.e., Food Safety or Health and Safety - every three years.

Training needs will be identified by staff or their managers at site meetings, during one-to-one session or through discussion at catch up sessions during the working week.

The manager will inform the Staffing Manager, Claire Jones, of their site/staff training needs. The Staffing Manager will then notify the manager/member of staff when a course becomes available.

2.37

STAFF TRAINING AND DEVELOPMENT PROCEDURES

Staff will be informed of the date and time of a course and the details of the training provider and the venue. It is the responsibility of individual staff to get themselves to and from the training venue.

Confirmation will be sent out by Claire Jones staffing manager and it is the staff member's responsibility to sort out anything they need to ensure your attendance on the course. Failure to attend and adhere to the 48 hrs notice period will result in staff being responsible for any charges that come about from their failure to attend the course.

In the event that a certificate is issued for a course a member of staff attended, two copies of the certificate will be required by Out of Hours Kids' Club. One copy will be kept on site in the CPD and one copy will be kept in staff personnel files. These are kept secure on site.

2.4₁ SICKNESS/REPORTING ABSENCE PROCEDURE

If staff are sick or unable to come to work for any reason, it is ESSENTIAL that the following procedure takes place:

- Staff must telephone the Staffing Manager (Claire Jones) on 07949 011 516 to give a reason and leave a voice message ASAP (preferably before 12 p.m. for after school and BY 7.00 am for breakfast club).

On the first time that this happens a TEXT is NOT acceptable.

- Staff MUST telephone themselves, to report absence from work, in order that Claire can establish the cause and potential length of time staff will be absent for. It is NOT acceptable for other family members or friend to report an absence. This is also a Safeguarding measure.
- Staff should also inform their Site Manager of an absence.
- If an illness continues on to the next day a daily text/phone message to inform Claire on 07949 011 516 is required.
- If illness is not improving staff must inform Claire of an expected return date ASAP and keep in touch.
- If staff are not able to go to breakfast club, they must also inform the Site Manager ASAP, in order that cover can be arranged.
- Any absence other than sickness must be directed to Sarah Barnard in writing or by email. (sarah@outofhours-kidsclub.com) giving as much notice in advance of a request for time off.

This includes funerals/attending children's school events, hospital appointments, dental appointments, sick children and family events. Staff should attach any appointment details to email or to the letter.

2.4₁ SICKNESS/REPORTING ABSENCE PROCEDURE

Return to work interview guidance notes

Sickness and absence monitoring has considerable benefits for small businesses and employees.

In the event that staff are off work on one occasion they will have to complete a back to work interview with their site manager.

In the unlikely event that a member of staff has been off for more than 14 days a return-to-work interview will be conducted in the admin office.

The purpose of this meeting is to identify if any reasonable measures need to be put in place to assist with the staff members return to work.

In the event that a member of staff is off on a second occasion they will be invited into the admin office where they will be required to complete a back to work interview with a member of the HR team. This will result in a cause for concern letter being issued.

In the unlikely event that a staff member is off on a 3rd occasion they will be required to attend a back to work interview in the admin office and a verbal warning will be issued in line with our disciplinary procedures.

When a staff member completes a back to work interview, they will be given the opportunity to provide information that may affect the outcome of any disciplinary decision.

It is unlikely that an employee will be off sick for more than 3 times in a year, but if it does happen, the return-to-work interview process is essential in providing support to individual employees to enable them to get back into work successfully.

2.4₁ SICKNESS/REPORTING ABSENCE PROCEDURE

Contact with staff who are off sick

If a staff member is off on long term sick leave, it is important to keep in touch with them and try to identify any barriers that are preventing their return to work (many of these will not need a medical solution).

We may as a Company need to consider expert advice, e.g. Doctor's, Occupational Health and rehabilitation providers.

The HR Manager will deal with communication from the Employer's point of view at this stage, in liaison where necessary with the General Manager.

When the employee returns to work they will be asked to attend a back to work interview.

Prior to a member of staff returning from a prolonged absence a meeting will be arranged with a member of the staffing to determine if any reasonable adjustments need to be made.

Long term sickness

The staffing team and the member of staff should keep in touch regularly about any long-term absence.

In the event that a member of staff has to have reasonable adjustments put in place, all parties should be made aware of this, and a record placed in their personal file.

This will be recorded and shared with relevant staff on an action plan/work plan.

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2.4₂

POLICY FOR PREGNANT WORKERS

Out of Hours Kids' Club acknowledges the four key rights of pregnant employees to be paid time off for antenatal care, maternity leave, maternity pay and protection against unfair treatment, discrimination or dismissal.

The Management of Health and Safety at Work Regulations 1999 places a duty on employers to carry out a risk assessment in respect of new or expectant mothers.

Out of Hours Kids' Club Ltd will ensure the Health and Safety of pregnant workers whilst they are working and work with the employee to ensure they are not exposed to any unacceptable risk during their pregnancy.

A specific risk assessment will be carried out on site with their site manager, if and when the employee tells the Company they are pregnant. The risk assessment will cover all aspects of their job role and responsibilities, and we will discuss any appropriate adjustments (if any) that need to be made in respect to an employee's working environment, where it is reasonably practicable.

An employee may be asked for permission to approach their GP for his/her advice on the pregnancy and any reasonable and appropriate adjustments that need to be made. If an employee has any concerns regarding this assessment, they should inform their Site Manager immediately.

Out of Hours Kids Club respect the individual nature of each employee and their personal circumstances.

2.4₂

POLICY FOR PREGNANT WORKERS

On informing the Company of their pregnancy the employee will be expected to participate in the specific risk assessment process and will be provided with a letter containing information relevant to their individual circumstances and detailing specific areas for consideration, i.e., Ante-Natal Care, Health & Safety, Maternity Leave, Maternity Pay and Notice Requirements.

The letter will outline for the employee the other areas such as Keeping in Touch days, internal vacancies, annual leave and returning to work.

Further information with regards to pregnancy and employees' rights and responsibilities can be found using the following link:

<https://www.gov.uk/working-when-pregnant-your-rights>

2.4₃ EXIT INTERVIEWS: PROCEDURES AND GUIDANCE

Out of Hours Kids' Club invests a great deal of time and energy into recruiting the appropriate staff for the settings at which we operate. When a staff member gives us notice of their intention to leave the Company it is important that we take the time to ensure their satisfaction with Out of Hours Kids' Club Ltd as an employer before their departure. Using the following process, the interviewer should be able to make the process a beneficial one for both parties.

Why do we conduct an Exit Interview?

- They provide an opportunity to 'make peace' with disgruntled employees, who might otherwise leave with negative attitude towards Kids' Club.
- Exit interviews are seen by existing employees as a sign of a positive culture. They are regarded as caring and compassionate - a sign that the organisation is big enough to expose itself to criticism.
- Exit interviews accelerate participating managers understanding and experience of managing people. Hearing and handling feedback is a powerful development process.
- Exit interviews help to support Out of Hours Kids' Club Ltd's proper HR practices. They are seen as positive and necessary for effective people-management.
- The results and analysis of exit interviews provide relevant and useful data which can be fed directly into our training needs analysis, our planning processes and our terms and conditions of employment.
- Exit interviews provide valuable information as to how to improve recruitment and induction of new employees.
- Exit interviews provide direct indications as to how to improve staff retention.

2.4₃ EXIT INTERVIEWS: PROCEDURES AND GUIDANCE

- Sometimes an exit interview provides the chance to retain a valuable employee who would otherwise have left because a grievance has not been addressed.
- A significant proportion of employee leavers will be people that Out of Hours Kids' Club Ltd is actually very sorry to see leave. The exit interview therefore provides an excellent source of comment and opportunity relating to management succession planning. Good people leave often because they are denied opportunity to grow and advance. Wherever this is happening Out of Hours Kids' Club need to know about it and respond accordingly.
- Exit interviews are an excellent catalyst for identifying specific mistakes and improve opportunities in the vital area of management development and succession.
- Exit interviews, and a properly organised, positive exit process also greatly improve the chances of successfully obtaining and transferring useful knowledge, contacts, insights, tips and experience, from the departing employee to all those needing to know it, especially successors and replacements. Most leavers are happy to help if they are provided with provide a suitable method for the knowledge transfer, be it a briefing meeting, a one-to-one meeting between the replacement and the leaver, or during the exit interview itself.

2.4₃ EXIT INTERVIEWS: PROCEDURES AND GUIDANCE

Who will conduct the Exit Interview?

In the majority of situations, the Site Manager will conduct an Exit Interview with the leaver. This should be planned and time set aside on a suitable day for the interview to take place without unnecessary disturbances or disruption. Ideally, the Exit Interview will take place in private.

In specific situations, i.e., dismissal, unsatisfactory probationary period and or in the event of a staff grievance, a member of the staffing team will conduct the Exit Interview. This will again be a planned date and time suitable to both parties and the staffing team may request it be held at the Admin office. In this event another person from the staffing team may be asked to sit in on the interview to take minutes. Alternatively, an exit interview may be sent out for completion and return.

What will the Exit Interview involve?

The exit interview form will be completed with the employee who is leaving. Page 2 is for Company use only. In order to gather further information from the leaver any of the questions on the supporting information sheet may be used to add comment to the stated reasons for leaving.

Where does the information go on completion?

All completed Exit Interview forms must be returned to the HR Manager for review and analysis. They will be looked at, any actions confirmed and feedback will be given to relevant Site Manager's and the staffing team to inform future recruitment processes. Page 2 will be completed by the Site Manager and HR Manager and be held on file in line with Data Protection regulations and the company's Confidentiality policy.

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2.5₁ STAFF GUIDELINES

Out of Hours Kids' Club have certain expectations of the work and professional attitude of the staff we employ. Out of Hours Kids' Club works with the consent and cooperation of the schools involved, and this must be reflected by respecting school rules, buildings and equipment.

When recruiting the company is looking for applicants with the following qualities:

- An understanding of good quality childcare.
- An ability to organise activities and inspire positive play.
- Knowledge of the Playwork Principles and the Early Years Foundation Stage.
- Experience of working with children three to twelve years old.
- A commitment to equality of opportunity.
- The ability to communicate all levels i.e., with children, staff and parents/carers.
- A good level of understanding.
- The ability to show common sense and judgement.
- The ability to work as part of a team.
- The ability to work on own initiative.
- A smart, clean and pleasant appearance.
- All staff are expected to have sufficient understanding and use of English to be able to fulfil all aspects of their role.

Staff are reminded that the children of others are in their care, a professional attitude and approach to their work must be maintained.

Control and discipline of the children is the responsibility of all staff and not just the Site Manager.

Individual staff should deal with minor problems.

Even when the children are involved in free time, staff members are expected to join in, monitor and guide them and not just sit by and watch.

2.5₁ STAFF GUIDELINES

Punctuality is essential in our settings as we operate immediately outside of the school timetable.

Timekeeping is also vital during the session to ensure snack is ready on time and areas are cleared away before the end of the session.

2.5₁

STAFF GUIDELINES - APPROPRIATE CONTACT

Staff should not invite children to sit on their knee. A child may be distressed and crying or in need of comfort and try to sit on the member of staff's knee.

This situation only usually applies in the case of a younger reception/nursery child but **may** occur with an older child who is new to the setting or has special needs.

Parents will want to be reassured that their child is comforted when it is necessary; however, it is important to be aware that some action can be misconstrued.

The member of staff should provide a seat next to themselves for the child to sit on. Staff should try to provide comfort to the child by sitting by them or putting an arm around the child.

Staff should understand that if children seek them out for reassurance and comfort the long-term aim is to promote the child's independence and appropriate social behaviour.

If a child is always seen being cuddled or comforted by the same member of staff other children may want to imitate this behaviour or may perceive the child as being a favourite of that member of staff.

If staff see another member of staff acting in ways which may be misconstrued, they should be prepared to speak to them and/or to their supervisor about their concerns. Managers should encourage an atmosphere of mutual support and care which allows all workers to be comfortable enough to discuss inappropriate attitudes to behaviour.

See Whistle Blowing policy

2.5₁

STAFF GUIDELINES - APPROPRIATE CONTACT

All allegations made by a child against a member of staff will be fully recorded, including any actions taken, on an information sharing record or record of discussion. In the event of there being a witness to an incident, they should sign the record to confirm this.

In the event that a child behaves in an inappropriate manner towards a member of staff the actions detailed above will be followed.

Workers can protect themselves from false allegations by adhering to the ground rules for appropriate contact.

Children are all individuals and sometimes they enjoy close contact with us, and they may even try to instigate this contact from us but we need to ensure that we do not make contact with them as this could be misconstrued.

It is very easy to misread the signs as sometimes when a child is upset staff may want to comfort them or offer support, but they may not want this as it could make them feel embarrassed.

When playing with the children staff need to ensure that the game does not become too boisterous which could result in a child getting hurt.

These measures may also protect workers from false allegations.

2.5₂ STAFF RATIO POLICY

Out of Hours Kids Club recognise the importance of maintaining adequate staff to child ratios that will ensure that children are cared for safely and given adequate attention and support.

In the EYFS April 2017 the guidance with regards to Before/After school and holiday provision was changed.

3.40 of the EYFS states "Where the provision is solely before/after school care or holiday provision for children who normally attend Reception class (or older) during the school day, there must be sufficient staff as for a class of 30 children. It is for providers to determine how many staff are needed to ensure the safety and welfare of children. It is also for providers to determine what qualifications, if any, the manager and/or staff should have. "

Out of Hours Kids' Club are endeavouring to keep to the ratios for children under eight years which are 1:8.

For children aged eight and over we will endeavour to maintain a ratio of at least 1:10 and this will include any staff who do not have direct contact with the children.

A minimum of two staff will be on duty at all times. This includes waiting after the settings official closing time for parents who are late collecting their child.

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2.5₃ STAFF RATIO PROCEDURES

Staff will be deployed by the manager to ensure children's needs, safety and welfare are met. Parents will be informed through the notice boards of the members of the staff team. Further information in relation to their qualifications and expertise is available in the CPD file.

Out of Hours operates from three sites and when there are staffing absences at one site, we will try to provide cover by using our peripatetic staff. We will not backfill by taking staff from other sites for short term absences. However, when dealing with long term absence we may need to move staff from one site to another. The decision as to which staff will be moved will depend upon the qualifications and experience of the absent member of staff. Wherever possible we would aim to replace like for like in terms of experience and qualifications.

Parents will always be notified via the notice board of any changes to the staff team that occur for more than a couple of days.

Children must be adequately supervised at all times. We operate open access to outdoor play to the children so during the course of an afterschool session children may move in and out of the building. Staff have to monitor this flow and staffing ratios have to be flexible to ensure the children's safety and security.

One of Kids Club rules for the children is that if they cannot see a member of staff they are not in the right place. Staff should aim to be able to see and hear children at all times. This does not include toilet areas.

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2.54 STAFF SAFEGUARDING TRAINING POLICY

Kids' Club will do everything possible to support staff who are working towards improving their qualifications and training experience. All staff are encouraged to take up training opportunities to expand their professional development and to ensure an up-to-date knowledge of childcare issues.

Each member of staff shall receive a full staff induction prior to their employment with Kids' Club. This will include some Safeguarding basics such as:

- Types of abuse
- Signs and indicators of abuse
- How to respond to a child's disclosure of abuse
- How to report concerns about a child
- Whistle blowing - what to do if they have concerns about another member of staff

All staff employed by Out of Hours Kids Club are required to have child protection training and to be vigilant to signs and evidence of physical, sexual, and emotional abuse and neglect.

This training will be updated using a range of methods, in-house training, reading materials, focus meetings, online courses and local LCSF courses whenever possible. The aim of this is to ensure that we layer our safeguarding training and keep up to date of relevant changes. Whenever possible we will strive to renew our safeguarding training through one of the recognised providers but sometimes due to demand exceeding supply for this subject within the Northwest, we have taken positive action to keep our teams up to date whilst waiting for a place on one of the courses.

2.54 STAFF SAFEGUARDING TRAINING POLICY

LCSF - Local Children's Safeguarding Partnership

We currently offer

- In-house safeguarding updates
- On-line access to safeguarding course
- Prevent duty online courses

This should ensure that:

- All staff are aware of the main indicators of child abuse.
- All staff understand their statutory duty in reporting the disclosure or discovery of abuse to their line manager.

What is Abuse?

Abuse and neglect are forms of maltreatment of a child. Someone may abuse or neglect a child by inflicting harm, or by failing to prevent harm. Children may be abused in a family or in an institutional or community setting, by those known to them, or more rarely, by a stranger, for example via the internet. They may be abused by an adult or adults, or by another child or children.

There are four categories of abuse:

- Physical abuse
- Sexual abuse
- Emotional abuse
- Neglect

Possible signs of abuse may be:

- Asking someone to keep a secret if they tell them something
- Talks about a 'friend' who has a problem
- Has unexplained or untreated injuries
- Is severely bruised or injured
- Talks of being in pain or discomfort
- Unwilling to change in front of other children for P.E.

2.54 STAFF SAFEGUARDING TRAINING POLICY

- Fears medical help or their parents being contacted
- Left in unsafe situations or with untreated medical conditions
- Apparently afraid of parents or carers and unwilling to go home
- Fearful of particular adults
- Continually running away

Annex A of Keeping children safe in education 2021 states "If staff have any concerns about a child's welfare, they should act on them immediately. They should follow their organisation's child protection policy and speak to the designated safeguarding lead/responsible office for the company.

Child sexual exploitation

Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity a) in exchange for something the victim needs or wants, and/or b) for the financial advantage or increased status of the perpetrator or facilitator.

Some of the following signs may be indicators of child sexual exploitation:

- Children who appear with unexplained gifts or new possessions
- Children who suffer from changes in emotional well-being
- Children who regularly miss school or education or do not take part in education

2.54

STAFF SAFEGUARDING TRAINING POLICY

FGM

"FGM comprises all procedures involving partial or total removal of the external female genitalia or other injury to the female genital organs. It is illegal in the UK and a form of child abuse with long-lasting harmful consequences." It will be rare for playwork staff to see visual evidence and they should not be examining children, but it is important that we are that this form of abuse exists.

Keeping children safe in education 2021

CHILD ON CHILD ABUSE

Extract taken from keeping children safe in education

"All staff should be aware that children can abuse other children. This is generally referred to as a child-on-child abuse and can take many forms. This can include (but is not limited to) bullying (including cyberbullying); sexual violence and sexual harassment; physical abuse such as hitting, kicking, shaking, biting, hair pulling, or otherwise causing physical harm which is discussed earlier on in this section. Sexting and initiating/hazing type violence and rituals."

2.54 STAFF SAFEGUARDING TRAINING POLICY

In addition to all of the above staff should note inappropriate behaviour displayed by other members of staff, or any other person working with the children, for example, inappropriate sexual comments; excessive one-to-one attention beyond the requirements of their usual role and responsibilities; or inappropriate sharing of images. Staff who identifies any of these should follow the procedures set out in our policy and procedures file.

Staff should be aware that children are capable of abusing their peers and what action they should take if they have any concerns about this.

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2.55

WHISTLE BLOWING POLICY

Out of Hours Kids' Club is committed to the highest possible standards of openness and accountability. In line with that commitment, we expect staff and volunteers who have serious concerns about any aspect of Kids' Club work to come forward and voice those concerns.

Any member of staff who believes that the company or any of its employees are involved in any form of wrong doing should in the first instance report their concerns to their line manager. Wrong doing may be actions such as:

- Committing a criminal offence
- Failure to comply with a legal obligation - such as reporting or recording concerns about a child or a member of staff
- Endangering the health and safety of an individual
- Environmental damage
- Concealing any information relating to the above

Staff should refer to the Staff Handbook for further action that may be taken.

Staff can report concerns without fear of victimisation, subsequent discrimination or disadvantage.

Out of Hours Kids' Club aims to:

- Help staff feel confident in raising serious concerns and to question and act upon concerns about practices
- Provide avenues for them to raise their concerns and receive feedback on any action taken
- Ensure that they receive a response to their concerns
- Reassure staff that they will be protected from possible reprisals or victimisation if they have a reasonable belief that they have made a disclosure in good faith.

2.5₅

WHISTLE BLOWING POLICY

- The Public Interest Disclosure Act 1998 protects staff from suffering a detriment or having their contract terminated for 'whistle-blowing'

Keeping children safe in education 2021 states "Where a staff member feels unable to raise an issue with their employer, or feels that their genuine concerns are not being addressed, other whistleblowing channels may be open to them:

The NSPCC whistleblowing helpline is available as an alternative route for staff who do not feel able to raise concerns regarding child protection failures internally or have concerns about the way a concern is being handled by their school or college.

NSPCC 0800 028 0285"

Out of Hours Kids' Club Ltd would hope that our Whistle blowing policy is robust and that any concerns raised would adhere to our company whistle blowing policy.

2.56

WHISTLE BLOWING - SAFEGUARDING

Out of Hours Kids' Club is committed to ensuring that it meets its responsibilities in respect of safeguarding children by treating any allegation seriously and sensitively.

On being made aware of an allegation of abuse, the RO will refer to the Liverpool Safeguarding Children Board Responding to Need Guidance and Levels of Need Framework to ensure that all pertinent information is obtained prior to referring the case to the Liverpool Children's Services via Careline.

In the event of an allegation made against a member of staff the following action will be taken:

- All allegations should be reported immediately, normally to the Registered Person, Vicky McBride
- In the absence of the Registered Person staff should contact the Responsible Officer Lauren McBride
- In a case where the senior manager is the subject of the allegation or concern the Responsible Officer should be informed
- The Local Authority Designated Officer LADO (responsible for providing advice and monitoring cases) and Ofsted should also be informed.

In some cases, the management may suspend the member of staff until the case is resolved. Suspension will be considered in any case where there is cause to suspect a child is at risk or harm, or the allegation warrants investigation by the police or when the allegation is so serious that it might be grounds for dismissal. However, staff will not be suspended automatically, or without careful consideration and advice from Careline and the LADO.

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2.57

OPEN DOOR POLICY

Out of Hours Kids' Club believes that employees are an organisation's most important resource. Out of Hours Kids' Club believes that open communication within an atmosphere of mutual trust is of prime importance to its employees.

Realising that effective communication is always a two way street, Out of Hours Kids' Club values employees' constructive opinions and suggestions and believes in team effort and an open atmosphere. It encourages an employee to meet and discuss suggestions, problems or concerns with management.

In most cases, talking with the Site Manager is the most effective way to deal with a problem or suggestion. However, an employee may discuss problems or suggestions with a higher-level manager instead of, or in addition to, their Site Management.

Senior Management not Site Management can assist staff in setting up these lines of communication. This open-door policy is not a substitute for Out of Hours Kids' Club policy against sexual harassment and unlawful discrimination.

Employees can also refer to the grievance procedure in the employee handbook.

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2.5₈

STAFF SAFEGUARDING GUIDELINES

All staff working for Out of Hours Kids' Club are made aware of the clubs safeguarding policy and will be given appropriate training in the principles of safe caring.

Out of Hours Kids' Club should ensure that:

- As far as possible, a worker is not alone with a child where they cannot be seen by others. On Kids' Club premises this may mean leaving doors open, or two groups working in the same room
- If a child wishes to have a private word with a member of staff this should best be done in an area where they can be observed by others. The Site Manager or Deputy should be aware of where children and staff are at any given time.
- Where staff escort children to the toilets, they should maintain walkie talkie contact with the main base.

Employees of Out of Hours Kids' Club should:

- Treat all children and young people with respect and dignity
- Be aware of the language they use, their tone of voice and where they place themselves
- Learn to control and discipline children without shouting or using an aggressive tone of voice or using physical punishment
- Make sure another adult is present if, for example, a young child has soiled their underclothes and needs to be supported to get themselves clean
- Be aware of children displaying excessive attention seeking behaviour that is overtly sexual or physical in nature and report any such behaviour to their manager
- Be aware that accompanying a child to the toilet or other similar activities can be misconstrued

If a child makes inappropriate physical contact or uses inappropriate language towards a member of staff or volunteer, this will be recorded fully on an Information sharing form.

2.5₈

STAFF SAFEGUARDING GUIDELINES

Employees of Out of Hours Kids' Club should not:

- Accompany a child on their own to the toilets - they must always maintain verbal contact with the main base
- Invade the privacy of children and young people when they are changing clothes or using the toilet (see Personal Care - Toileting Policy)
- Carry out a personal task for children that they can do for themselves. Where help for the child is essential, staff will do this whilst being accompanied by a colleague
- Engage in rough, physical or sexually provocative games
- Use inappropriate, unnecessary or intrusive touch of any kind
- Ridicule, reject or use any child as a scapegoat
- Invite children or young people into their home alone
- Give lifts to children in their car except in an emergency. In this case the child should sit in the back and wear a seat belt. Staff should ensure a colleague accompanies them on the journey
- Communicate with any parent/carer/child through social networking sites - staff should refer to the Employee Handbook

Staff may find there are occasions where it would be helpful to have another member of staff close by to observe or listen to something. A password has been identified for these occasions. If staff are asked to "pass me the green bin" they are to go over to the member of staff making the request and listen and observe the situation.

2.59 PERSONAL CARE POLICY

To ensure the highest possible standards are maintained on site, all staff should receive guidance when dealing with toileting the children.

Ideally staff should never carry out a personal task for children when they are able to attend to themselves. There may however be occasions when children have had particularly bad toilet accidents or if they are very young, when staff members will have to assist them. Where it is essential, staff will help the child whilst being accompanied by a colleague and take necessary precautions to protect themselves (gloves etc.).

The incident should also be recorded and reported to the parents when handing over soiled garments.

A signed record should be kept of all intimate and personal care tasks undertaken and, where these have been carried out in another room, the records should include the time that the person left the room and returned.

Unless a child has a particular need, staff should not accompany children to the toilet, although very young children will need to be monitored. Staff should be aware that this and other similar activities could be misconstrued and should always work alongside a colleague.

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2.5₁₀

WHAT TO DO IF A CHILD DISCLOSES ABUSE

The following is a summary only, for reference. It is no substitute for safeguarding training.

DO's

- Re-assure the child - they are not to blame
- Listen carefully
- Re-assure that it is right to talk
- Report immediately
- Record as soon as possible
- Inform the child what you will do
- Take them seriously
- Thank them for confiding in you
- Promise them support
- Secure their safety
- Be aware the child may have been threatened

DON'Ts

- Promise confidentiality
- Be judgemental, show anger, disgust and disbelief
- Ask direct questions
- Minimise what has happened to them
- Become involved unnecessarily
- Over dramatise or criticise
- Confront child's abusers
- Complete any examination
- Offer the child an alternative explanation
- Tell the child off for not telling sooner

- Force the child to forget

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2.5₁₁ HOW TO DEAL WITH CONCERNS

It is important that all staff are aware of signs and symptoms of abuse and know how to record and report them.

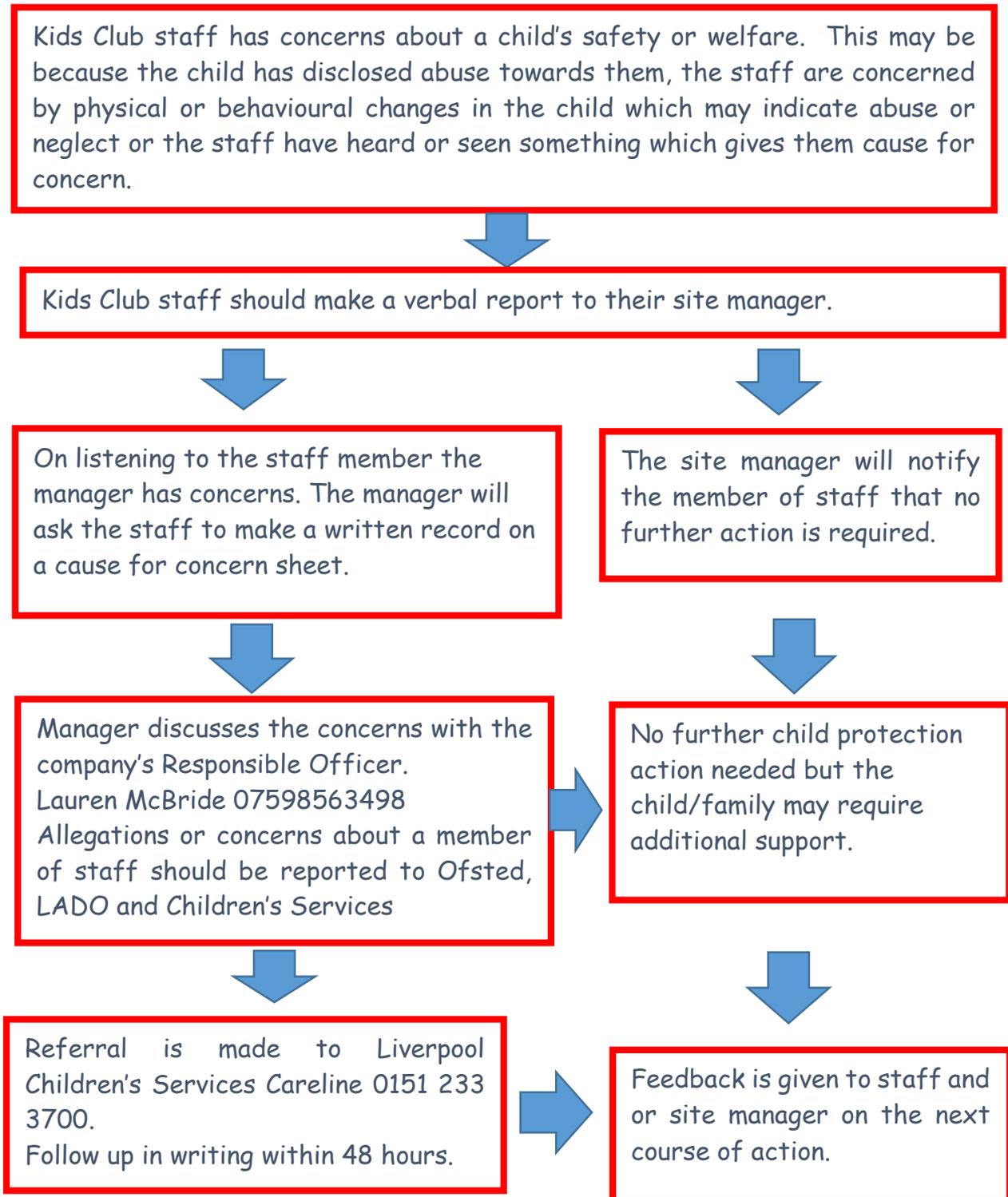
Staff are encouraged and supported to trust their professional judgement.

Where actual or suspected abuse comes to the attention of staff, they will report this to their site manager at the earliest possible opportunity.

The procedures on the flowchart will then be followed.

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2.5₁₂ HOW TO DEAL WITH CONCERNS FLOWCHART



Out of Hours Kids Club Ltd



Responsible Officer will liaise with Careline and the LADO and follow their directives. Site Manager will then inform the Head Teacher or School

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2.5₁₃

USE OF MOBILE PHONES AND CAMERAS

Site Managers have access to a Kids' Club work mobile phone at all times, which is passed onto the Deputy in their absence, making contact with all agencies possible at all times.

Kids' club mobile phones should be password protected at all times.

In the event that you lose or misplace your phone it is essential that you contact the admin office and they can arrange to have your phone blocked to ensure any information it contains remains confidential. The work mobile phone contains a great deal of confidential information and it is imperative that Site Managers or any staff who access the mobile phone to take pictures etc keep it safe at all times. Consent for this information is gained under the GDPR regulations.

Staff should be aware that the use of any mobile phones for personal calls or texts is not allowed during work hours. We ask that phones be switched off or put on silent during this time.

All staff phones will be stored in a locked cupboard during work hours. Disciplinary action may be taken against any member of staff who contravenes these procedures.

All staff are asked to make note of the Site Managers phone number and to provide this to family in case of having to be contacted in an emergency.

We ask that staff adhere to this advice, as it is an extremely important aspect of our policies and procedures.

Use of mobile phones by children should not be encouraged, as Out of Hours Kids' Club is not responsible for damage or loss, and we will ask parents/carers to advise children to leave them in their bag during Kids' Club sessions.

2.5₁₃

USE OF MOBILE PHONES AND CAMERAS

Parents/carers coming into the setting to drop off or collect their children will be informed of our mobile phone policy and asked to refrain from using their mobile phones in our settings. If parents do have to make or answer a phone call, they will be asked to do this in an area not used by Kids' Club children.

We place signs up in the settings stating that the use of mobile phones is not permitted.

Photographs on site may only be taken using the site phone. Photographs can also be taken with permission from parents for displays or for the company website. By doing this we are covering ourselves in terms of liable action and Safeguarding Children laws and GDPR regulations.

Visual images of the children will be printed off within four weeks of being taken and the photographs will then be deleted from the site mobile phone.

In the case of photographs of children whose parents have given permission for them to be used for publicity purposes, these will be deleted from any and all of our administration office computers within twelve months.

Printed copies of photographs may be used to compile a record of events and activities on site or for display boards. This will always be with the parents' consent.

2.5₁₄ USE OF SOCIAL NETWORKING SITES

Any work-related issue or material that could identify an individual who is a child attending our setting, the parent/carer of a child, a work colleague or a member of the school staff must not be placed on a social networking site by staff employed by Out of Hours Kids' Club.

Staff may not communicate with children or their parent/carer through any such site.

Work related matters must not be placed on any such site at any time, either during working hours or outside of working hours. This includes access via computers, smart phones, tablets or PDA.

SOCIAL MEDIA POLICY

Social media (e.g. Facebook, Twitter, Instagram, Snapchat etc) is a broad term for any kind of online platform which enables people to directly interact with each other. However, some games for example Minecraft or World of Warcraft and video sharing platforms such as YouTube have social media elements to them.

Out of Hours Kids' Club recognises the numerous benefits and opportunities which a social media presence offers. However, there are some risks associated with social media use, especially around the issues of safeguarding, bullying and personal reputation. This policy aims to encourage the safe use of social media by Out of Hours Kids' Club, its staff, parents, carers and children.

You cannot post pictures taken on work associated events on your personal facebook or twitter accounts without the expressed

permission of all parties in the photograph. Any pictures shared must be screened to ensure that no link to Kids' Club is evident.

2.5₁₄ USE OF SOCIAL NETWORKING SITES

Scope

This policy:

- Applies to all staff and to all online communications which directly or indirectly, represent Out of Hours Kids' Club.
- Applies to such online communications posted at any time and from anywhere.
- Encourages the safe and responsible use of social media through training and education.
- Defines the monitoring of public social media activity pertaining to Out of Hours Kids' Club.

Out of Hours Kids' Club respects privacy and understands that staff and children may use social media forums in their private lives. However, personal communications likely to have a negative impact on professional standards and/or Out of Hours Kids' Club's reputation are within the scope of this policy.

Professional communications are those made through official channels, posted on an Out of Hours Kids' Club account or using the name, Out of Hours Kids' Club. All professional communications are within the scope of this policy.

Personal communications are those made via a personal social media account. In all cases, where a personal account is used which associates itself with Out of Hours Kids' Club or impacts Out of Hours Kids' Club, it must be made clear that the member of staff is not communicating on behalf of the Out of Hours Kids' Club with an appropriate disclaimer. Such personal communications are within the scope of this policy.

Personal communications which do not refer to or impact Out of Hours Kids' Club are outside the scope of this policy.

2.5₁₄ USE OF SOCIAL NETWORKING SITES

Organisational control

Roles and Responsibilities

General Manager - Digital/Media

- Facilitating training and guidance on Social Media use.
- Developing and implementing the Social Media policy.
- Taking a lead role in investigating any reported incidents.
- Making an initial assessment when an incident is reported and involving appropriate staff and external agencies as required.
- Receive completed application for Social Media accounts
- Approve account creation
- Administrator/Moderator
- Create the account following SLT approval
- Store account details, including passwords securely
- Be involved in monitoring and contributing to the account
- Control the process for managing an account after the lead staff member has left the organisation (closing or transferring)

Staff

- Know the contents of and ensure that any use of social media is carried out in line with this and other relevant policies.
- Attending appropriate training
- Adding an appropriate disclaimer to personal accounts when naming Out of Hours Kids' Club on social media.

2.5₁₄

USE OF SOCIAL NETWORKING SITES

Process for creating new accounts

The Out of Hours Kids' Club community is encouraged to consider if a social media account will help them in their work, e.g., a Twitter account, or a "Friends of Out of Hours Kids' Club" Facebook page. Anyone wishing to create such an account must present a business case to the Out of Hours Kids' Club Leadership Team which covers the following point: -

- The aim of the account
- The intended audience
- How the account will be promoted
- Who will run the account (at least two staff members should be named)
- Will the account be open or private/closed

Following consideration by the SLT an application will be approved or rejected. In all cases, the SLT must be satisfied that anyone running a social media account on behalf of Out of Hours Kids' Club has read and understood this policy and received appropriate training. This also applies to anyone who is not directly employed by Out of Hours Kids' Club, including volunteers or parents.

Monitoring

Out of Hours Kids' Club accounts must be monitored regularly and frequently (preferably 7 days a week, including during holidays, however it is not necessary to post every day). Any comments, queries or complaints made through those accounts must be responded to within 24 hours (or on the next working day if received at a weekend) even if the response is only to acknowledge receipt. Regular monitoring and intervention are essential in case a situation arises where bullying or any other inappropriate

behaviour arises on an Out of Hours Kids' Club social media account.

2.5₁₄ USE OF SOCIAL NETWORKING SITES

Behaviour

- Out of Hours Kids' Club requires that all users using social media adhere to the standard of behaviour as set out in this policy and other relevant policies.
- Digital communications by staff must be professional and respectful at all times and in accordance with this policy. Staff will not use social media to infringe on the rights and privacy of others or make ill-considered comments or judgements about staff. Out of Hours Kids' Club social media accounts must not be used for personal gain. Staff must ensure that confidentiality is maintained on social media even after they leave the employment of Out of Hours Kids Club.
- If a journalist makes contact about posts made using social media staff must follow Out of Hours Kids' Club media policy before responding.
- Unacceptable conduct, (e.g., defamatory, discriminatory, offensive, harassing content or a breach of data protection, confidentiality, copyright) will be considered extremely seriously by Out of Hours Kids' Club and will be reported as soon as possible to a relevant senior member of staff, and escalated where appropriate.
- The use of social media by staff while at work may be monitored, in line with Out of Hours Kids' Club policies. Out of Hours Kids' Club permits reasonable and appropriate access to private social media sites. However, where excessive use is suspected, and considered to be interfering with relevant duties, disciplinary action may be taken.

- Out of Hours Kids' Club will take appropriate action in the event of breaches of the social and media policy. Where conduct is found to be unacceptable, Out of Hours Kids' Club

2.5₁₄

USE OF SOCIAL NETWORKING SITES

- will deal with the matter internally. Where conduct is considered illegal, Out of Hours Kids' Club will report the matter to the police and relevant external agencies and may take action according to the disciplinary policy.

Legal considerations

- Users of social media should consider the copyright of the content they are sharing and, where necessary, should seek permission from the copyright holder before sharing.
- Users must ensure that their use of social media does not infringe upon relevant data protection laws, or breach confidentiality.

Handling abuse

- When acting on behalf of Out of Hours Kids' Club, handle offensive comments swiftly and with sensitivity.
- If a conversation turns and becomes offensive or unacceptable, Out of Hours Kids' Club users should block report or delete other users or their comments/Posts and should inform the audience exactly why the action was taken.
- If you feel that you or someone else is subject to abuse by colleagues through use of a social networking site, then this action must be reported using the agreed Out of Hours Kids' Club protocols.

2.5₁₄ USE OF SOCIAL NETWORKING SITES

Tone

The tone of content published on social media should be appropriate to the audience, whilst retaining appropriate levels of professional standards. Key words to consider when composing messages are:

- Engaging
- Conversational
- Informative
- Friendly

Use of images

Out of Hours Kids' club use of images can be assumed to be acceptable, providing the following guidelines are strictly adhered to.

- Permission to use any photos or video recording should be sought in line with Out of Hours Kids' Club digital and video images policy. If anyone, for any reason asks not to be filmed or photographed then their wishes should be respected.
- Under no circumstances should staff share or upload children's pictures online other than via Out of Hours Kids' Club owned social media accounts.
- Staff should exercise their professional judgement about whether an image is appropriate to share on Out of Hours Kids' Club social media accounts. Children should be appropriately dressed, not subject to ridicule and must not

be on any Out of Hours Kids' Club list whose images must not be published.

2.5₁₄ USE OF SOCIAL NETWORKING SITES

Personal use

Staff

- Personal communications are those made via a personal social media account. In all cases, where a personal account is used which associates itself with Out of Hours Kids' Club, it must be clear that the member of staff is not communicating on behalf of Out of Hours Kids' Club with an appropriate disclaimer. Such personal communications are within the scope of this policy.
- Personal communications which do not refer to or impact upon Out of Hours Kids' Club are outside the scope of this policy.
- Where excessive personal use of social media in Out of Hours Kids' Club is suspected, and considered to be interfering with relevant duties, disciplinary action may be taken.

Pupil/Students

- Staff are not permitted to engage with current or prior children of Out of Hours Kids' Club on any personal social media network account.
- Out of Hours Kids' Club should encourage children to be safe and responsible users of social media.
- Children/Parents are encouraged to comment or post appropriately about Out of Hours Kids' Club. Any offensive or inappropriate comments will be resolved by the use of the Out of Hours Kids' Club behaviour policy.

2.5₁₄ USE OF SOCIAL NETWORKING SITES

Parents/Carers

If parents/carers have access to an Out of Hours Kids' Club platform where posting or commenting is enabled, parents/carers will be informed about acceptable use.

- Out of Hours Kids' Club has an active parent/carer education programme which supports the safe and positive use of social media. This includes information on the website.
- Parents/carers are encouraged to comment or post appropriately about Out of Hours Kids' Club. In the event of any offensive or inappropriate comments being made, Out of Hours Kids' Club will ask the parent/carer to remove the post and invite them to discuss the issues in person. If necessary, refer parents to Out of Hours Kids' Club complaints procedures.

Monitoring posts about Out of Hours Kids' Club

As part of active social media engagement, it is considered good practice to pro-actively monitor the Internet for public posting about Out of Hours Kids' Club.

Out of Hours Kids' Club should effectively respond to social media comments made by others according to a defined policy or process.

Appendix

Managing your personal use of Social Media:

- "Nothing" on social media is truly private

- Social media can blur the lines between your professional and private life. Don't use the Out of Hours Kids' Club log and/or branding on personal accounts.
- Check your setting regularly and test your privacy

2.5₁₄

USE OF SOCIAL NETWORKING SITES

- Keep an eye on your digital footprint
- Keep your personal information private
- Regularly review your connection - keep them to those you want to be connected to
- When posting online consider; Scale, Audience and Permanency of what you post
- If you want to criticise, do it politely
- Take control of your images - do you want to be tagged in an image? What would children or parents say about you if they could see your images?
- Know how to report a problem

Managing Out of Hours Kids' Club social media accounts

The Do's

- Check with a senior member of staff before publishing content that may have controversial implications for Out of Hours Kids' Club
- Use a disclaimer when expressing personal views
- Make it clear when posting content
- Use an appropriate and professional tone
- Be respectful to all parties
- Ensure you have permissions to 'share' other people's materials and acknowledge the author
- Express opinions but do so in a balance and measured manner
- Think before responding to comments and, when in doubt get a second opinion

- Seek advice and report any mistakes using Out of Hours Kids' Club reporting process
- Consider turning off tagging people in images where possible
- Consider the appropriateness of content for any audience of Out of Hours Kids' Club accounts, and don't link to, or add potentially inappropriate content

2.5₁₄

USE OF SOCIAL NETWORKING SITES

The Don'ts

- Don't make comments, post content or link material that will bring Out of Hours Kids' Club into disrepute.
- Don't publish confidential or commercially sensitive material
- Don't breach copyright, data protection or other relevant legislation
- Don't post derogatory, defamatory, offensive, harassing or discriminatory content
- Don't use social media to air internal grievances

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2.5₁₅

STAFF MEDICATION AND OTHER SUBSTANCES POLICY

Out of Hours Kids' Club as an employer have a duty to ensure, so far as reasonably practicable, the health and safety and welfare of all its employees, and our employees have a similar duty to themselves and their colleagues. The use of alcohol and drugs may impair the safe and efficient running of the company and/or the health and safety of employees.

If staff performance or attendance at work is affected as a result of alcohol or drugs or the management believe staff to be involved in any drug related action/offence, those staff will be subject to disciplinary action and dependent upon circumstances this may lead to dismissal.

Staff suitability for appointment to a position with the company will also include medical history. For all posts Health Declaration form must be completed and the applicant's doctor will be asked to confirm their suitability for work with children.

In cases where staff are taking prescribed medication that may affect their ability to function effectively at work, the member of staff must inform their manager as soon as possible.

Staff should seek medical advice about the effects of their medication and inform their manager of these.

When prescribed new medication by their doctor the onus is always on staff to check that the medicine is unlikely to impair their ability to look after children properly.

2.5₁₅

STAFF MEDICATION AND OTHER SUBSTANCES POLICY

Out of Hours Kids' Club will ensure that staff only work directly with children if medical advice confirms that the medication is unlikely to impair the staff member's ability to look after the children properly.

As most sessions of work are under three hours long it will not be necessary for most staff to have access to medication at work.

In the case of staff who work for longer than three hours or where medication is required immediately this medicine should be stored in the locked cupboard on site. The manager should be informed of the presence of this medicine and also when it is required to be administered.

If a child on the premises is found in possession of illegal drugs or alcohol their parent/carer will be informed immediately.

2.5₁₆

PLAY POLICY

Out of Hours Kids' Club is committed to ensuring that the play, care and learning of every child are tailored to meet their individual needs.

The Welfare Requirements for the Early Years Foundation Stage (EYFS) states that each child should have a 'key worker' at nursery, pre-school or reception class, who is responsible for putting together information on how the child is developing.

We support the delivery of the EYFS and our Staff support the children in the Reception Classes but we no longer allocate key workers.

All staff endeavour to build positive relationships with the children and their parents/carers.

Staff should help the child to become familiar with the setting. They should offer the child a familiar face and a settled relationship.

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2.5₁₇ ENGLISH LANGUAGE POLICY

Out of Hours Kids' Club endeavour to ensure that the company's recruitment policies and procedures are open, fair and non-discriminatory.

We understand that children need positive role models from their own ethnic and cultural background.

We hope to recruit a staff team that reflects the make-up of the local community.

To ensure the well-being of children in our care we have high expectations of our staff team.

We understand that children need positive role models from their own ethnic and cultural background.

At the interview process playwork staff are given oral and written questions to answer.

All staff are expected to have sufficient understanding and use of English to be able to fulfil aspects of their role such as:

- Sharing information about the child with the child's parents /carers or school staff after obtaining consent in line with the new GDPR regulation
- Completing daily record sheets such as:

- Food Safety
- Daily risk assessments
- Administration of medicine forms

2.5₁₇

ENGLISH LANGUAGE POLICY

At the interview process staff are asked to write out a short passage that is read out to them or to answer written questions to determine whether they have a good understanding of written English.

2.6₁

JOB DESCRIPTION PLAYWORKER

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2.62

JOB DESCRIPTION DEPUTY SITE MANAGER

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JOB DESCRIPTION MANAGER

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JOB DESCRIPTIONS FOR OTHER ROLES

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2.7₁

STUDENTS AND VOLUNTEERS POLICY

Out of Hours Kids' Club believes that a placement for a student or volunteer at our club is a valuable opportunity to build experience while learning about working within a childcare setting. Equally, we appreciate the positive contribution that such committed and enthusiastic people can bring to our club.

However, at all times the needs of the children are paramount and therefore the club will restrict the number of students and volunteers admitted at any particular time, in order to minimize disruption to the club's core activities.

The Managing Director holds ultimate responsibility for the operations of the Company, with Site Manager's ensuring the safe delivery of the service on a day-to-day basis.

The Site Manager of each setting is responsible for ensuring that all students and volunteers working at the Out of Hours Kids' Club are suitable and that they will not detrimentally affect the service provided for children and their parents/carers. The Site Manager has overall responsibility for supervising and supporting students and volunteers while they are at the club.

All students must be 16 years old or over, submit two references, and have up to date enhanced DBS checks before they begin their placement at the club.

2.7₁

STUDENTS AND VOLUNTEERS POLICY

Duke of Edinburgh Award

We usually offer Duke of Edinburgh Award placements to children who have previously attended the schools where we operate and are over 16 but we will take requests from volunteers who do not match these criteria and assess their application on its merit.

All Duke of Edinburgh Award volunteers will be given an outline of their role during their time with us, and we will obtain parent authorisation for any children starting with us who are under 18 years of age. Two references must be in place and a letter of introduction from the school prior to any placements beginning at the club.

The company will enter into a formal written agreement with students and volunteers at the start of the placement agreeing hours of work, dress code and expected behaviour within the club.

Students and volunteers must read, understand and sign the conditions of work before accepting or making a commitment to voluntary work. These documents do not form a contract.

Students will be encouraged to discuss their individual learning needs with the manager when they start at the Out of Hours Kids' Club and at regular intervals during their placement.

Students required to conduct child studies beyond the club's normal activities (i.e., conducting a survey or a group-based activity) as part of their course will need to obtain appropriate

written consent from the parents/carers of the children concerned in line with GDPR regulations.

2.7₁ STUDENTS AND VOLUNTEERS POLICY

Each Site Manager will ensure that students and volunteers undertake the full induction process given to permanent staff, as set out in the Out of Hours Kids' Club Staffing Policy.

New students and volunteers will be allocated a member of staff who will have day to day responsibility for them and their needs while at the club.

Students and volunteers will be expected to adopt a professional manner at all times, and work within Out of Hours Kids' Clubs existing policies and procedures.

While on the placement, students and volunteers will be both allowed - and expected - to participate in all aspects of work at the club, unless otherwise instructed by the manager. Students and volunteers will attend staff meetings and be encouraged to contribute ideas and share opinions.

Regular one to one, peer observations and well-being sessions with the Site Manager and the designated member of staff will be established as a means of monitoring progress.

Students and volunteers on placement will not be included in the staff to children ratio.

Duke of Edinburgh Award

Once a volunteer has started with us we will access further paperwork in relation to the Duke of Edinburgh award. All Duke

of Edinburgh award volunteers will be supervised and supported as minors.

2.7₁ STUDENTS AND VOLUNTEERS POLICY

Volunteers who are 17 and over can only be counted in the staffing ratios if there are at least two full time staff members on duty, one of who holds an appropriate qualification.

The only volunteers that we take are on a purely voluntary basis to assist them with a vocational understanding of a childcare setting. This applies to school children on work experience and Duke of Edinburgh Award volunteers. All other forms of staffing are paid. Out of Hours Kids' Club has no intention of creating a contract with any volunteers.

2.7₂

CUSTOMER SERVICE POLICY

Out of Hours Kids' Club employees will be given a full company induction and site-specific induction following successful recruitment into the Company. During their probationary period and subsequent employment with the Company all employees will be expected to meet a set standard of customer service.

All employees will be provided with customer service guidance and support as they are representing the company daily to our parents, carers, school staff and visitors. Employees are expected to meet the Company's standards of appearance and behaviour and to greet their customer's respectfully and in a friendly manner

Out of Hours Kids' Club aims to deliver high levels of customer service and to gain feedback to determine the levels of customer satisfaction across our settings. There is an expectation that employees will endeavour to establish a positive rapport with our families and external agencies we work in partnership with.

Employees can enhance the level of customer service we offer by giving information to parents that they need about the services or products offered by Out of Hours Kids' Club. Then by using their skills to recognise when there is information that the parents might find complicated and checking whether they fully understand.

It is hoped that by keeping our customers informed and reassured about their children's time at our clubs that we can maintain our quality service provision.

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2.7₃

CUSTOMER SERVICE PROCEDURE

Where parents feel the standard of service is not as they expected, the management would be expected to explain clearly to parents any reasons why their expectations cannot be met and try to resolve the matter.

Employees should communicate with our customers in a way that makes them feel valued and respected, treating them courteously and helpfully at all times.

It is essential that employees respond promptly and positively to parent's questions and comments, choosing the most appropriate way to communicate with them. It is important that employees check with parents that we have fully understood their expectations. We should allow parents time to consider any response given to their queries and our employees should provide any further explanation when appropriate.

Out of Hours Kids' Club employees will be given a full company induction and site-specific induction following successful recruitment into the Company. During their probationary period and subsequent employment with the Company all employees will be expected to meet a set standard of customer service.

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2.74 COMPLAINTS PROCEDURE

Out of Hours Kids' Club Ltd aim to provide an excellent quality service which meets the needs of the children and parents who attend the schools where we operate.

If a parent is unhappy with any element of the service, we would encourage them to speak to the Site Manager in the first instance who will complete a complaints log and ensure that the complaint is dealt with. The Site Manager may be able to deal with the complaint immediately and in this instance the parent will be provided with feedback with regards to the action that has been taken. However sometimes the complaint will need to be referred to the General Manager.

The General Manager will take the original complaint log and ascertain what action can be taken to rectify the problem that has been identified. The Site Manager will then be provided with information on an action plan which will detail the actions that need to be taken to resolve the situation.

In the event of the complaint raised referring to the Site Manager the parent will be encouraged to contact the Admin Office and refer the complaint to the General Manager, Lauren McBride.

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