



Staff:

Staff Behaviour Policy

Ducklings Childcare Ltd has the following behavioural expectations of staff, which includes volunteers and students. These expectations should be read in line with our other policies and procedures, the Employee Handbook and each individual's Statement of Main Terms of Employment. These must be adhered to at all times.

- The best interests of the children, their welfare, safety, care and development are paramount. Children must be listened to.
- The requirements of the Statutory Framework for the Early Years Foundation Stage and Working Together to Safeguard Children should be followed at all times.
- Children, parents/carers, colleagues, visitors and other professionals are to be treated equally and with respect. Staff should be a good role model and not show any bullying, derogatory, prejudicial, or discriminatory behaviour/language. If anyone else presents this type of behaviour it should be addressed or brought to management's attention. Action should be taken to prevent or address children displaying this behaviour towards each other.
- Child's developmental records and assessment must be current and kept up to date. They should not leave the nursery premises and staff should ensure sufficient information is shared with parents/carers about their child ensuring confidentiality is still maintained.
- Confidential information should only be shared on a 'need to know' basis. Staff should be wary of how they share information i.e. the environment/method that they disclose it in, storage of information and also that they maintain confidentiality outside work.
- Ratios must be maintained at all times, even if this means staying at work longer, especially where a parent/carer is late collecting their child. Children must be adequately supervised at all times.
- Staff must arrive promptly at work and be ready to start work at their start time. If they are going to be late due to unforeseen circumstances they must notify the nursery as soon as possible.
- Staff are expected to disclose any convictions, cautions, court orders, reprimands, warnings or changes in circumstances which may affect their suitability to work with children.



- Staff should be careful not to conduct themselves in a way that leaves them open to allegations of inappropriate behaviour towards children when toileting them, comforting them or managing their behaviour.
- Staff should be alert to concerns and indicators of abuse and children's needs not being met, specifically in relation to extremism, various types of abuse, neglect and special educational needs and disabilities. Concerns should be raised through appropriate channels. Concerns of a child protection/safeguarding nature should be reported to the Designated Safeguarding Co-ordinator.
- Staff must not be under the influence of alcohol or drugs while at work and should inform management of any medication they are taking to ensure that they are safe to carry out their duties. Medication must be stored securely out of the reach of children.
- Sickness reporting procedures and exclusion periods must be followed.
- Staff members' mobile phones must not be taken into nursery rooms or used in the presence of children and should be stored appropriately.
- Staff should practice safe internet, email and social media usage.
- Smoking is not permitted on the nursery premises or grounds, in uniform or in the presence of children.
- Staff must be aware and keep themselves up to date with any allergies and dietary requirements children have.
- Steps should be taken to ensure the nursery premises are safe and secure. Gates and doors should not be left open, visitors should have their identities checked before being permitted entry and children must only be permitted to leave nursery with authorised persons.
- Staff must ensure the safety of themselves and others, by identifying and eliminating/controlling risks and following guidance and training.
- Personal Protective Equipment (PPE) should be used as instructed in induction, policies, risk assessments and COSHH safety data sheets. This includes using gloves and aprons when dealing with bodily fluids.
- Good hygiene must be practised and others including children must be encouraged to do the same.
- Uniform requirements must be adhered to during working time.



Selection and Recruitment Policy

The process of selection and recruitment must be fair, systematic, efficient and effective, ensuring equality of opportunity. Employees must be recruited in accordance with relevant statutory obligations.

Our approach will be to ensure that Ducklings Childcare Ltd effectively employs people with the right skills and at the right time, however being a childcare provider the employee **MUST ENJOY BEING WITH CHILDREN**; working with children must be a passion and this must be shown during the recruitment process.

Criteria

The criteria for selection should be based on relevant knowledge, skills, attitudes and physical ability to do the job as described in an up-to-date job description and person specification.

Authority for recruitment

All positions must have the Director's approval.

Record keeping and management

A record of the full process of recruitment and selection should always be made and maintained meticulously. It is the responsibility of the recruiting managers to ensure that records are kept; this includes notes of meetings, emails, telephone calls, copies of correspondence etc. All sensitive information should be treated confidentially and meet the requirements of the Data Protection Act 1998.

Equal Opportunities

Ducklings Childcare Ltd is committed to the fair treatment of its staff, potential staff or users of its services regardless of race/ethnic origin, gender, gender reassignment, religion, sexual orientation, responsibilities for dependents/pregnancy, age, marital status, or disability.

It is unlawful to refuse employment to someone on the grounds relating to trade union membership; either membership of a trade union, refusal to join a trade union or previous/current trade union activities.

Recruitment monitoring

In order that the effectiveness of our recruitment policy can be monitored, job applicants are asked to provide information for monitoring purposes. The information will not be used as selection criteria but it will provide information needed for monitoring our equality commitment.

Disclosure and Barring Service (DBS) & Recruitment of Ex-offenders



We actively promote equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates, including those with criminal records. We select all candidates for interview based on their skills, qualifications and experience.

As an organisation using the Disclosure and Barring Service (DBS) to assess applicants' suitability for positions of trust, Ducklings Childcare Ltd complies fully with the DBS Code of Practice and undertakes to treat all applicants fairly. It undertakes not to discriminate unfairly against any subject of a disclosure on the basis of a conviction or other information revealed.

A DBS check is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a DBS check is required, all application forms, job adverts and recruitment briefs will contain a statement that a DBS check will be requested in the event of the individual being offered the position.

Where a DBS check is to form part of the recruitment process, we encourage all applicants called for interview to provide details of their criminal record at an early stage in the application process. We request that this information is sent under separate, confidential cover, to a designated person with Ducklings Childcare Ltd and we guarantee that this information will only be seen by those who need to see it as part of the recruitment process.

We ensure that all those in Ducklings Childcare Ltd who are involved in the recruitment process have undertaken Safer Recruitment training to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act, and that adequate periods of time are allocated to the recruitment process from advertisement (with safer recruitment terminology included) to taking up the job role.

At interview, or in a separate discussion, we ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.

We make every subject of a DBS check aware of the existence of the DBS Code of Practice and make a copy available on request. We undertake to



discuss any matter revealed in a DBS check with the person seeking the position before withdrawing a conditional offer of employment. **Having a criminal record will not necessarily bar you from working with us.** This will depend on the nature of the position and the circumstances and background of your offences.

For further information see the Safer Recruitment & Suitability of Staff Policy and also the DBS Checking & ID Procedure.

Permission to work in the United Kingdom

Ducklings Childcare Ltd observes its legal obligations in checking the right to work in the UK when employing all staff.

The Asylum and Immigration Act 1996 makes it a criminal offence for an employer to employ those who do not have permission to live or to work in the United Kingdom. As a result, in all advertisements the following line of text must be used: **"Applicant must be eligible to work in the UK in order to apply for this role"**.

Further information on checking the right to work can be found in the Right to Work in the UK Policy.

Recruitment process

Stage 1: Recruitment need identified:

The following information is required before starting the process:

❖ Job description (JD)

Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job. This means thinking not only about the content such as the tasks of the position, but also the purpose, the outputs required by the job holder and how it fits into the organisation's structure. Any designated professional roles that are expected to be undertaken as part of the role being recruited for will be included within the job description.

❖ Person specification (PS)

It is also important to consider the skills and personal attributes needed to perform the role effectively. A person specification states the essential and desirable criteria for selection. This is based on a set of competencies identified as necessary for the performance of the job. The person specification should be used to inform the criteria you use to short-list applicants.

In general, specifications should include details of:



- Skills, aptitude, knowledge and experience;
 - Qualifications – which should be only those necessary to do the job;
 - Personal qualities relevant to the job, such as ability to work as part of a team.
- ❖ Drafting job advert (JA)

Adverts should be clear and outline:

- the requirements of the job;
- the essential and the desirable criteria for job applicant's salary range;
- the job tenure (for example, contract length for a fixed term contract);
- the interview date;
- The closing date.

Stage 2: Publishing the vacancy

In general all vacant positions must be advertised internally and if necessary externally before they are filled. Where an existing employee shows interest, their application will be considered before more general recruitment action is taken.

If externally, the vacancy is prepared for publishing, approved and then published. Options are the newspapers or other forms of media.

Stage 3: Selecting applicants for interview

All applications will be considered by using the essential and desirable criteria contained in the person specification and by assessing **application forms** (not CVs) against these criteria.

Once a short list has been formulated, each candidate should be sent a copy of the job description for the role applied for.

Stage 4: The interview

- A venue will be selected ensuring appropriate seating arrangements and that any necessary adjustments, that have been requested, are made.
- A plan of the time scale of interviews will be made.
- Questions in relation to job requirements will be prepared.



- Questions from candidates will be anticipated and have responses prepared.
- We will ensure candidates are aware of any documentation they are required to bring to the interview.
- All necessary documentation such as job description, person specification and application forms etc will be to hand.
- There will be no interruptions.
- The candidate will be welcomed and put at ease.
- The interviewer will ensure that the candidate understands the purpose of the interview, the decision making process and anticipated time scale.
- The organisation, its objectives and culture will be outlined.
- The job role and the main terms and conditions will be outlined.
- The interviewee will firstly be asked to confirm and expand on the application form.
- The interviewee will be encouraged to speak freely whilst control of the interview is still maintained.
- We will not ask discriminatory questions.
- The availability of the candidate to start work, should they be successful, will be ascertained.
- The interviewee will be given the opportunity to ask questions; the type of questions they ask are often very revealing. For example, if their questions centre around sick pay, holidays and company benefits it may indicate a lack of commitment. However, if the questions are based on career prospects, training and career development this is often a positive indicator.
- The interviewer will go through the job description in detail with the candidate, and ask them to confirm that they are capable and competent of carrying out all the duties listed, working the required hours of work and attending the place of work. This very often provides answers to questions the interviewer may not ask.
- Health related questions will not be asked prior to employment.



The use of Interview Rating Forms in interviews is both helpful to the interviewer and crucial in defending a case of discrimination in the future. An unsuccessful candidate may challenge your selection decision claiming that they feel they are more qualified, experienced and knowledgeable than other candidates.

When making and processing the final selection decision, these need to be based solely on the criteria previously defined in the person specification. A brief written assessment of each candidate should be produced and kept with other papers relating to the selection process, including interview rating forms for 6-12 months from the date of the appointment.

Stage 5: Interview outcome and making an offer

The manager will inform the successful candidate orally and will follow up the offer in writing once the individual has orally accepted, even if a start date has not yet been agreed. The unsuccessful candidates are informed subsequently in writing.

Following oral confirmation of the preferred candidate's acceptance an offer of employment will be sent out. Various employment checks will be necessary depending on the position and these include:

- Employment references;
- Qualifications check (if necessary);
- DBS Check (if necessary for the role);
- Permission to work in the UK document check, and approval from the Home Office (if required).

Stage 6: Induction

On the first day of employment Ducklings Childcare Ltd will carry out a formal induction for the new starter. This process acts as a welcome to the organisation and puts the new employer at ease. It will include:

- Introductions to direct management;
- A tour of the workplace and facilities;
- An explanation of action to be taken in case of emergency;
- Going through all policies and procedures;
- Confirmation of the terms and conditions of employment;



- Providing Ducklings Childcare Ltd with written proof that the new employee is aware of the organisation's standards, expectations and rules;
- Confirmation that all relevant and necessary documentation has been received;
- Health and safety arrangements;
- A signature from the new employee confirming they have read and understood the employee handbook and statement of main terms of employment and accept that they form their contract of employment and that they will keep themselves informed of their contents.

Safer Recruitment & Suitability of Staff

Ducklings Childcare Ltd practices robust recruitment and selection procedures in checking the suitability of staff, volunteers and students to work with children. This will ensure the process of safe recruiting; job adverts include deterrent and advisable statements of DBS enhanced checks for regulated activities, and follow guidance from the DBS.

Safer recruitment means that all applicants will:

- Complete an application form, CVs on their own are unacceptable;
- Provide two referees, including at least one who can comment on the applicant's suitability to work with children;
- Provide evidence of identity, qualifications and the right to work in the UK as per the DBS ID Process & the Home Office requirements.
- We ensure that the people we employ to work with children are suitable to fulfil the requirements of their role.
- We make sure that all of our staff obtain an enhanced DBS check for regulated activity. We tell our staff that they are expected to disclose any convictions, cautions, court orders, reprimands and warnings that may affect their suitability to work with children.
- We do not allow any staff whose suitability has not been checked through an enhanced DBS check for regulated activity to have any unsupervised contact with children in our care.
- We record all information about staff qualifications, identity checks, right to work and vetting processes that have been completed including the enhanced DBS check for regulated activity reference number, the date a disclosure was obtained and who obtained it.



- Any offer of employment is also subject to satisfactory completion of an Ofsted Disqualification Declaration form and any subsequent waivers being granted.
- We also meet our responsibilities under the Safeguarding Vulnerable Groups Act 2006 which includes a duty to make a referral to the Disclosure and Barring Service when a member of staff is dismissed or would have been if they had not left the setting first because they have harmed a child or put a child at risk of harm.

We are committed to ensuring that all staff, including students are suitable to work with children. We have systems in place to ensure all staff are suitable to work with or be in regular contact with children. This includes making a decision about suitability as part of the recruitment process and monitoring continued suitability as part of regular staff or student supervision.

The manager is responsible for ensuring that all staff and students have an enhanced check with the Disclosure and Barring Service (DBS), and that the results of such check are assessed as part of a decision on suitability. Where possible staff will have the checks completed prior to starting employment. However if there are delays in checks coming through, as a last resort staff may work in the nursery before these checks are completed as long as they are supervised at all times by staff who already hold an enhanced check and the check has been applied for. All staff will be informed of any staff awaiting enhanced DBS clearance.

Staff awaiting these checks will never:

- Be left unsupervised whilst caring for children;
- Take children for toilet visits unless supervised by staff holding an enhanced check;
- Change nappies;
- Be left alone in a room or outside with children;
- Administer medication;
- Administer first aid;
- Take photographs of any children;
- Be involved in looking at a child's learning and development log, although they may contribute to it;
- Have access to children's personal details and records.



Whilst ensuring all of the above are adhered to, we recognise that it is vital that the staff member awaiting an enhanced disclosure is made to feel part of the team and participate fully in every aspect of the nursery day.

Students are welcomed into our setting as more than just an extra pair of hands. They must have written confirmation from their course provider that they are a student and need a placement. All students will receive an interview to ensure that they are suitable, an induction process to ensure they fully understand and are able to implement the nursery procedures, working practices and values. Students will have access to a copy of all policies. All students will be fully supervised to ensure they receive the appropriate support, training and information they require. They will not be allowed unsupervised access to children unless they are deemed competent, over 18 years and have a valid DBS check that we have obtained. They will not make the number of adults present too great for the safety and benefit of children's learning.

We recognise that the enhanced DBS disclosure is only one part of a suitability decision and nursery management will ensure every individual working with a child goes through a vigorous recruitment and induction procedure. We will also ensure they receive continuous support, training and supervision from management in order to provide a safe, secure and healthy environment for all children in the nursery. We will investigate any information that comes to our attention that suggests someone may no longer be suitable for their role.

All staff are responsible for notifying the manager in person if any there are any changes to their circumstances that may affect their suitability to work with children. This includes any incidents occurring outside the nursery or involving people they live in a household with.

DBS Checking & ID Procedure

As an organisation which works with children, Ducklings Childcare Ltd are entitled to ask about both spent and unspent convictions, unless the nature of the position means that an applicant would not be required to be subject to a DBS check.

On a standard or enhanced DBS check, rather than cautions and convictions being deemed as 'spent' after a period of time, some are 'filtered' which means that they are automatically removed from the DBS check and they don't need to be disclosed. Some cautions and convictions will never be filtered and are contained within a list covering a range of



offences which are serious, relate to sexual or violent offending or are relevant in the context of safeguarding.

Cautions, where the individual was 18 or over at the time of the caution, will be filtered after 6 years. For under 18's this is done after 2 years. This is providing that the offence is not one on the list of offences that are never filtered. Cautions include reprimands and warnings.

Convictions, where the individual was 18 or over at the time of the conviction, will be filtered after 11 years providing it is their only offence, did not result in a custodial sentence and is not on the list of offences that are never filtered. Otherwise it will remain on the certificate. Where there is more than one offence, details of all convictions will be shown and are not filtered. For those under 18 the rules are the same, except filtering occurs after 2 years.

The person going through a DBS check (the applicant) must give their employer original documents (not copies) to prove their identity. The documents required will depend on the route the application takes. The applicant must try to provide documents from Route 1 first.

Route 1

The applicant must be able to show:

- one document from Group 1, below
- 2 further documents from either Group 1, or Group 2a or 2b, below

At least one of the documents must show the applicant's current address.

Route 2

If the applicant doesn't have any of the documents in Group 1, then they must be able to show:

- one document from Group 2a
- 2 further documents from either Group 2a or 2b

At least one of the documents must show the applicant's current address. The organisation conducting their ID check must then also use an appropriate external ID validation service to check the application.

Route 3

Route 3 can only be used if it's impossible to process the application through Routes 1 or 2. For Route 3, the applicant must be able to show:



- a birth certificate issued after the time of birth (UK and Channel Islands)
- one document from Group 2a
- 3 further documents from Group 2a or 2b

At least one of the documents must show the applicant's current address. If the applicant can't provide these documents they may need to be fingerprinted.

Continuation sheets

The applicant can use a DBS continuation sheet for additional information they can't fit on the DBS application form.

Unusual addresses

The applicant must make sure they fill in the address part of the form correctly if they have an unusual address, e.g. if they live abroad, in student accommodation or a hostel.

Group 1: Primary identity documents

<u>Document</u>	<u>Notes</u>
Passport	Any current and valid passport
Biometric residence permit	UK
Current driving licence photocard - (full or provisional)	UK, Isle of Man, Channel Islands and EU
Birth certificate - issued within 12 months of birth	UK, Isle of Man and Channel Islands - including those issued by UK authorities overseas, e.g. embassies, High Commissions and HM Forces
Adoption certificate	UK and Channel Islands

Group 2a: Trusted government documents

<u>Document</u>	<u>Notes</u>
Current driving licence photocard - (full or provisional)	All countries outside the EU (excluding Isle of Man and Channel Islands)



<u>Document</u>	<u>Notes</u>
Current driving licence (full or provisional) - paper version (if issued before 1998)	UK, Isle of Man, Channel Islands and EU
Birth certificate - issued after time of birth	UK, Isle of Man and Channel Islands
Marriage/civil partnership certificate	UK and Channel Islands
HM Forces ID card	UK
Firearms licence	UK, Channel Islands and Isle of Man

*All driving licences must be valid.

Group 2b: Financial and social history documents

<u>Document</u>	<u>Notes</u>	<u>Issue date and validity</u>
Mortgage statement	UK or EEA	Issued in last 12 months
Bank or building society statement	UK and Channel Islands or EEA	Issued in last 3 months
Bank or building society account opening confirmation letter	UK	Issued in last 3 months
Credit card statement	UK or EEA	Issued in last 3 months
Financial statement, e.g. pension or endowment	UK	Issued in last 12 months
P45 or P60 statement	UK and Channel Islands	Issued in last 12 months



<u>Document</u>	<u>Notes</u>	<u>Issue date and validity</u>
Council Tax statement	UK and Channel Islands	Issued in last 12 months
Work permit or visa	UK	Valid up to expiry date
Letter of sponsorship from future employment provider	Non-UK or non-EEA only - valid only for applicants residing outside of the UK at time of application	Must still be valid
Utility bill	UK - not mobile telephone bill	Issued in last 3 months
Benefit statement, e.g. Child Benefit, Pension	UK	Issued in last 3 months
Central or local government, government agency, or local council document giving entitlement, e.g. from the Department for Work and Pensions, the Employment Service, HMRC	UK and Channel Islands	Issued in last 3 months
EU National ID card		Must still be valid
Cards carrying the PASS accreditation logo	UK, Isle of Man and Channel Islands	Must still be valid
Letter from head teacher or college principal	UK - for 16 to 19 year olds in full time education - only used in exceptional circumstances if other documents cannot be provided	Must still be valid



Disclosure & Barring Update Service

It is the policy of Ducklings Childcare Ltd to enhance our safeguarding process and reduce risks. To achieve this, when an employee's DBS certificate is due for rechecking, a DBS check will be carried out at the expense of the employee and the employee will subscribe to the DBS update service. The cost of subscribing to the DBS Update Service will be £13.00 per annum and the cost will be borne by the employee. It is a condition of employment that employees will subscribe to the service for the duration of their employment with Ducklings Childcare Ltd and that they give Ducklings Childcare Ltd their ongoing consent to carry out checks for the duration of their employment.

Benefits to employees of subscribing to the Update Service:

- Saves them time and money;
- One DBS certificate is all they may ever need;
- Take their DBS Certificate from role to role within the same workforce;
- They are in control of their DBS Certificate;
- They can get ahead of the rest and apply for jobs pre-checked.

Update Service Status Checks (results):

When Ducklings Childcare Ltd carries out an online status check of a DBS certificate, we will receive one of the following status results:

- **The DBS Certificate did not reveal any information and remains current, as no further information has been identified since its issue.** (Current and Valid). This means the original certificate was empty and no new information has been added.
- **This DBS Certificate remains current as no further information has been identified since its issue.** (Current and valid). This means the original certificate had something minor and insignificant on it but nothing new has been added.
- **This DBS Certificate is no longer current. Please apply for a new DBS check to get the most up to date information.** (Not Current, Not Valid). Should we receive this status report, the employee will be suspended on full pay immediately whilst we check with the DBS to see if the individual is barred using the Early Confirmation of barring. This process should take 5 working days. A copy of the Early Confirmation form can be found in the appendix.



- **The details entered do not match those held on our system, please check and try again.** (Not valid). This means; the individual is not subscribed to the Update Service, the individual has unsubscribed themselves from the service, or the information submitted was inaccurate.

Guidance for employees and employers regarding DBS Update Service may be found in the Appendix.

Cautions & Convictions

The police have it within their remit to give cautions for a variety of different offences. The caution is sent in the post and requires you to sign to say that you accept this offence.

However, signing this caution is an admission of guilt and will result in your offence being forwarded to the Disclosure and Barring Service. The same applies to convictions. They will then be placed on your DBS file and in certain cases, if appropriate, may result in Ducklings Childcare Ltd taking the following steps:

- Disciplinary Proceedings – potentially dismissal, for example, if the company's name is brought in to disrepute.
- Safeguarding issues resulting in barring.

During this process the company's policies and procedures will be adhered to at all times.

It is the responsibility/contractual obligation of all staff to inform the nursery of any cautions or convictions they may have received immediately.

Associations

It is now part of the DBS Service to link/associate people who live at the same address. Partners/associates who have a criminal record, according to the level and type of offence may have some bearing on your current or new DBS application.

Ofsted Disqualification Declaration Requirements

All of our existing staff and new members of staff must complete an annual disqualification declaration form in which they will have to answer whether they or a person living or working in the same household has:

- A caution, issued on or after 6th April 2007 or conviction irrespective of date of issue for certain criminal offences;
- An order made in relation to children under their care; or



- Had registration refused or cancelled in relation to childcare or children's homes or been disqualified from private fostering.

Should a member of staff tick yes to any of the questions, more information will be requested and, if necessary, they will be suspended with full pay and reported to Ofsted. The staff member may request a waiver at the same time or at a later date.

If it is determined that they are disqualified and the decision to waive the disqualification is refused and the staff member wishes to appeal against this, they can do so by going to the first-tier tribunal (Health, Education and Social Care Chamber) within 28 days of the date on the decision letter.

If the employee lives in the same household as someone who is barred from working with children, or has committed a particular offence and the court has subsequently ordered that they are disqualified from working with children, Ofsted cannot grant a waiver.

Right to Work in the UK

We conduct right to work checks on all potential employees. This means that we ask all people that we are considering employing to provide us with their documents. These checks are carried out when offering employment which would be 'subject to obtaining proof of the right to work in the UK'. To ensure that we do not discriminate against anyone, we treat all job applicants in the same way at each stage of our recruitment process.

Only original documentation is checked, using the physical document itself, not a faxed, scanned or photographed copy. It is also done in the presence of the person being checked.

A copy of the documentation is taken in a format that cannot be altered, e.g. paper copy, or PDF or JPEG. This will clearly show all important details including; name, photograph, date of birth, nationality, signature, date of expiry, date that leave to remain and work in the UK expires. The copies will be kept securely for the duration of the person's employment and for a further two years after they stop working for us. The date that the check was made will also be recorded.

If it is reasonably apparent that the document is false or that the person being checked is not the person in the document then acceptance of those documents and allowing that person to work could result in a civil penalty or prosecution. Failure to carry out these checks correctly, or at all, and if



found to be employing someone illegally, could result in a civil penalty of up to £20,000 for each illegal worker. It is a criminal offence to knowingly employ an illegal worker and may result in up to 2 years' imprisonment and/or an unlimited fine.

List A - Acceptable documents to establish a continuous statutory excuse

Contains documents that can be accepted as proof of permanent right to work in the UK and will only need to be checked at the start of the employment, providing adequate records are kept.

1. A passport showing the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the UK and Colonies having the right of abode in the UK.
2. A passport or national identity card showing the holder, or a person named in the passport as the child of the holder, is a national of a European Economic Area country or Switzerland.
3. A Registration Certificate or Document Certifying Permanent Residence issued by the Home Office to a national of a European Economic Area country or Switzerland.
4. A Permanent Residence Card issued by the Home Office to the family member of a national of a European Economic Area country or Switzerland.
5. A current Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder indicating that the person named is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK.
6. A current passport endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK.
7. A current Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the named person is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.
8. A full birth or adoption certificate issued in the UK which includes the name(s) of at least one of the holder's parents or adoptive parents, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.
9. A birth or adoption certificate issued in the Channel Islands, the Isle of Man or Ireland, together with an official document giving the person's



permanent National Insurance number and their name issued by a Government agency or a previous employer.

10. A certificate of registration or naturalisation as a British citizen, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.

List B

Contains documents that can be accepted as proof of temporary right to work in the UK. These need to be re-checked in the near future as they are not permanent. For Group 1 documents, this is once they expire; for Group 2 documents this is 6 months after the date specified in your Positive Verification Notice.

Group 1 – Documents where a time-limited statutory excuse lasts until the expiry of leave

1. A current passport endorsed to show that the holder is allowed to stay in the UK and is currently allowed to do the type of work in question.
2. A current Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder which indicates that the named person can currently stay in the UK and is allowed to do the work in question.
3. A current Residence Card (including an Accession Residence Card or a Derivative Residence Card) issued by the Home Office to a non-European Economic Area national who is a family member of a national of a European Economic Area country or Switzerland or who has a derivative right of residence.
4. A current Immigration Status Document containing a photograph issued by the Home Office to the holder with a valid endorsement indicating that the named person may stay in the UK, and is allowed to do the type of work in question, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.

Group 2 – Documents where a time-limited statutory excuse lasts for 6 months

1. A Certificate of Application issued by the Home Office under regulation 17(3) or 18A (2) of the Immigration (European Economic Area) Regulations 2006, to a family member of a national of a European Economic Area country or Switzerland stating that the holder is permitted to take employment which is less than 6 months old together with a Positive Verification Notice from the Home Office



Employer Checking Service. The Certificate of Application must state that work is permitted. An initial acknowledgement letter does not demonstrate a right to work.

2. An Application Registration Card issued by the Home Office stating that the holder is permitted to take the employment in question, together with a Positive Verification Notice from the Home Office Employer Checking Service.
3. A Positive Verification Notice issued by the Home Office Employer Checking Service to the employer or prospective employer, which indicates that the named person may stay in the UK and is permitted to do the work in question.

Positive Verification Notice

For List B Group 2, it is a requirement to contact the Home Office and obtain a Positive Verification Notice through the Employer Checking Service (<https://www.gov.uk/employee-immigration-employment-status>). Responses are usually provided within 5 working days. The person being checked will be informed that we are carrying out this check.

If the person being checked hasn't provided any acceptable documents in List B because they have an outstanding application made before their previous permission expired, have an appeal or an administrative review pending then a Positive Verification Notice will need to be obtained (see number 3 of List B, Group 2). For this, 14 days after the application, appeal or review should be allowed to request a verification check so that the Home Office has time to register the application, appeal or review.

EEA Nationals

EEA nationals have the right to work in the UK. However, we still require any person who claims to be an EEA national to produce an official document showing their nationality. Not all EEA nationals are permitted to work in the UK without restrictions. The following EEA Nationals may work without restriction:

Austria	Belgium	Bulgaria	Cyprus
Czech Republic	Denmark	Estonia	Finland
France	Germany	Greece	Hungary
Iceland	Ireland	Italy	Latvia
Liechtenstein	Lithuania	Luxembourg	Malta
Netherlands	Norway	Poland	Portugal
Romania	Slovakia	Slovenia	Spain
Sweden			



(Nationals of Switzerland may also work without restriction.)

Family Members of EEA Nationals & those with Derivative Right of Residence

Family members of EEA Nationals also have the right to live and work in the UK. This applies equally to family members of Swiss Nationals. Family members are spouses, civil partners, children under 21 and dependant relatives in the ascending line such as parent or grandparent. Other relatives such as unmarried partners must be issued with a Residence Card by the Home Office to be classed as a family member.

When the current residence card, permanent residence card, accession residence card or derivative residence card is inserted into the holder's national passport, there is no requirement for that passport to be current. However, we will ensure that the passport belongs to that person and take particular care checking the passport photograph if the passport is a number of years old.

Derivative Right of Residence means that rights to live and work in the UK have been established by the Court of Justice of the European Union in cases where the non-EEA national's presence is necessary in order to enable an EEA national or British citizen to live here. E.g. the non-EEA parent of an EEA child may meet the requirements. These rights only arise in a limited range of circumstances and only where the specific conditions are met.

There is no mandatory requirement for non-EEA nationals who are resident in the UK as a family member of an EEA national, or who have a derivative right of residence in the UK, to register with the Home Office or to obtain documentation issued by the Home Office. It is up to the Employer to decide whether to accept proof of existence of the right to work in the form of other documents not listed in Lists A and B, however the employer would be liable if the non-EEA National was found not to have the right to work in the UK. Therefore we would not accept this and would contact the Home Office for further advice should this issue arise.

Croatian Nationals

Croatian Nationals are able to move and reside freely since 2013, however the UK has applied transitional restrictions on their right to work in the UK, so Croatian Nationals must hold a valid accession worker authorisation document (purple registration certificate) or be exempt from work authorisation.



Croatian students with a yellow registration certificate are permitted to work 20 hours during term time and full time during vacation periods.

Non-EEA family members of Croatian Nationals who require work authorisation are issued with Accession Residence Cards which are acceptable under List B and are therefore only temporary.

Entrepreneurs

If a person is granted leave under Tier 1 of the Points Based Scheme as an entrepreneur they are not permitted to be employed. This would be clear from their passport or Biometric Residence Card.

Students

International students are often able to work part-time during their studies in the UK and full-time during their vacations and any period of time between completing their studies and the expiry of their permission to be in the UK. Some international students have no right to work at all. Short-term students have no right to work.

For those that do have a limited right to work, the permitted working hours depend on when the permission to stay in the UK was applied for, the type of course they are studying and the type of educational provider.

For students with a limited right to work in the UK during term time, we are required to obtain and retain evidence of their academic term and vacation dates. This will make it easier for us to know when an international student employee may work part-time, and when they are permitted to work full-time. We will obtain the dates for the entire duration of the course or, if this is not possible, we will obtain and copy them annually ensuring the information we hold is current at the time of the student's employment. Acceptable evidence is one of the following:

1. A printout from the student's education institution's website or other material published by the institution setting out its timetable for the student's course of study (we will check the website to confirm the link is genuine); or
2. A copy of a letter or email addressed to the student from their education institution confirming term time dates for the student's course; or
3. A letter addressed to us as the employer from the education institution confirming the term time dates for the student's course.

For students with permission to study under Tier 4 of the Points Based System, the right to work is linked with 'following a course of study' at



the appropriate academic level and with a sponsor of a specified academic status that permits them to work up to a number of hours. If they cease studying before they complete their course they no longer have the right to work as they are no longer following a course of study.

The student’s passport or Biometric Residence Permit will state if they are permitted to work and the hours they can work during term time. If this is not stated, they do not have the right to work.

Work Placements

Tier 4 students, including child students aged 16 or over, are allowed to undertake work placements where they are an integral and assessed part of the course. Tier 4 education sponsors should provide a letter addressed to us as the work placement provider confirming that the work placement forms an integral part of the course, meets the specific criteria and does not breach the restrictions. The letter should also include the terms and conditions of the work placement, including the work that the student will be expected to do, and how and when they will be assessed. We will obtain and retain such a letter as evidence of the work placement and evidence that the work placement restrictions have not been breached.

Summary of Employment Permitted by International Students

Date of Application	Education Provider	Course Type	Age of Migrant	Work Conditions
Before 2 nd March 2010	Any	Any	n/a	<ul style="list-style-type: none"> • Max. 20 hours per week during term time. • Any duration during vacations. • Employment as part of course related work placement (no more than half of total length of course). • Employment as Student Union Sabbatical Officer (max 2 years). • Employment as a postgraduate doctor or dentist on a recognised Foundation programme. • No self-employment. • No employment as a professional sports person (including a sports coach) or an entertainer.
From 3 rd	Any	Degree	n/a	<ul style="list-style-type: none"> • Max. 20 hours per week



March 2010 to 3 rd July 2011 (inclusive)		level (NQF 6 and above) Foundation degree course (NQF 5)		<p>during term time.</p> <ul style="list-style-type: none"> Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course). Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
	Any	Below degree level (NQF 5 and below) (excluding foundation degree course)	n/a	<ul style="list-style-type: none"> Max. 10 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course). Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
On or after 4 th July 2011	Tier 4 (General) Students Higher Education Institution (HEI – e.g. University) or sponsored by an overseas HEI to undertake a short-term Study Abroad Programme	Degree level (NQF 6) or above	n/a	<ul style="list-style-type: none"> Max. 20 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course)* Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme.



	in the UK.			<ul style="list-style-type: none"> No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
		Below degree level (NQF 5 and below)	n/a	<ul style="list-style-type: none"> Max. 10 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course).* Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
	Tier 4 (General) Students at a publicly-funded further education college	Any	n/a	<ul style="list-style-type: none"> Max. 10 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than a third of the total length of course).* Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
	Tier 4 (General) Students privately funded Further Education College	Any	n/a	No work allowed.
Tier 4 (Child) Students	Any	Aged 16 or over	<ul style="list-style-type: none"> Max. 10 hours per week during term time. 	



	(Children under 16 yrs of age may only be educated at independent fee paying schools)		<ul style="list-style-type: none"> • Any duration during vacations. • Employment as part of course related work placement (no more than half of total length of course). • Employment as Student Union Sabbatical Officer (max 2 years). • Employment as a postgraduate doctor or dentist on a recognised Foundation programme. • No self-employment. • No employment as a professional sports person (including a sports coach) or an entertainer.
		Under 16	No work allowed.

*For Tier 4 (General) Student cases that were granted leave between 4 July 2011 and 5 April 2012 (inclusive), employment as part of a course-related work placement was restricted to half the total length of the course undertaken in the UK. For Tier 4 (General) Student cases granted leave from 6 April 2012 onwards, employment as part of a course-related work placement is restricted to no more than one third of the total length of the course undertaken in the UK unless the student is following a course at degree level or above and is sponsored by an HEI or by an overseas HEI to undertake a short-term Study Abroad Programme in the UK, or there is a statutory duty for the course length to be longer than one third of the course length.

Rechecking

This only applies where documents originally provided were from List B. List A documents provide a permanent proof of right to work in the UK.

If, on the date on which permission (as set out in the document checked) expires, we are reasonably satisfied that our employee has either:

- (i) submitted an in time application to extend or vary their permission to be in the UK; or
- (ii) made an appeal or an administrative review against a decision on that application;

Our statutory excuse will continue from the expiry date of our employee’s permission for a further period of up to 28 days to enable us to obtain a positive verification from the Employer Checking Service.



If during this period of 28 days, our employee provides evidence that their application, appeal or administrative review has been determined with permission to remain granted together with the relevant acceptable document from List A or List B Group 1, we may establish our excuse by checking these documents in the normal way and a positive verification by the Employer Checking Service will not be required. If, however, the documents provided are from List B Group 2, verification by the Employer Checking Service that the employee can continue to do the work in question will still be required for us to obtain a continuing excuse.

In respect of an appeal or administrative review, we will seek positive verification through the Employer Checking Service. A letter from a solicitor indicating a successful appeal or administrative review or a copy of a successful court judgment will not provide us with a statutory excuse.

We can reasonably satisfy ourselves of a pending application through, for example, a Home Office acknowledgment letter or a Home Office or appeal tribunal reference number, and proof of date of postage. If our employee cannot provide this evidence, this does not necessarily mean that they have not made an application, appeal or applied for an administrative review.

It is possible for someone to make an application to extend or vary their leave after their permission to be in the UK has expired, but it must normally be made within 28 days of expiry. As this existing permission would then have expired their corresponding right to work would also have expired, so we would not permit this person to continue working until the outcome has been determined.

TUPE

In a TUPE situation, right to work checks carried out by the 'seller' are deemed to have been carried out by the 'buyer', however liability also transfers to the 'buyer' where these were not done so correctly. In this situation should it arise with Ducklings Childcare Ltd as 'buyers', we would therefore ensure that checks for the right to work are done again. The government allows for a 60 day grace period from the date of the transfer for doing so. This would also help us determine and update records for the dates for rechecking.

Induction Procedure

Staff will undertake an induction upon starting employment to ensure that an ethos of openness and being welcoming is practiced by all staff for parents and children using the nursery and linked sites.



During the process all relevant forms concerning employment will be completed and the following will be outlined:

- The job expectations;
- Details of job role and responsibilities;
- Standards expected in the nursery;
- Ducklings Childcare Ltd's policies and procedures;
- The nursery's routine and standards and ensure the employee's understanding in order to be able to apply, use and follow them.

(Refer to the induction form found in the appendix)

New employees will be informed of the health and safety and emergency evacuation procedures as well as fire exit locations in their induction. Inductions will be carried out by the Manager/Deputy Manager.

If there is a change to current procedures, these changes will be addressed in staff meetings.

A copy of the main Policies are kept in the reception area and a selection in each of the rooms. These are refreshed by the Manager as necessary and all staff in the Nursery are required to sign these policies to show they have read and understood them.

New Policies are circulated throughout the rooms before being added to the Policy file, displayed in the entrance of the nursery.

All new members of staff are employed with an initial three month probationary period. At the end of the probationary period the manager will conduct a supervision and, if successful, allow the employee to continue being employed. Staff must be familiar with the policies before obtaining a permanent contract and will sign to say they have read and understood them.

New Employees will be supplied with a name badge with a photo attached. This must be worn at all times during working hours.

Continued Personal Professional Development Policy - CPD

Ducklings Childcare Ltd is an equal opportunities employer. We recognise that our employees are part of a team that makes the provision a nursery of care, development and learning for the children in our care.



We further recognise that our employees have talents, skills and experience beyond those immediately required of their job descriptions. We believe in developing the skills of our employees, both their professional skills and their specialist skills, particularly where they are of benefit to the organisation.

With this commitment, we ask employees to work with us on a programme of continued professional and personal development (CPD); this is also to be understood as flexibility of time and of learning. CPD is not based in explicit training only, it is more than that. It to be implicitly understood under the willingness and commitment that oneself makes towards improvement, personal and professional growth, in that the employee understands its value to the community, to the workplace and ultimately to oneself.

A consistent and motivated CPD attitude is paramount to foster Ducklings Childcare Ltd aims and objectives and, ultimately, its vision. A positive attitude to CPD is instrumental for sustainability of growth and quality of childcare provision. In line with this understanding, the programme, being broader than this, includes:

- Assess every member of staff at least once every year and set out their own personal development plan (PDP) as part of Ducklings Childcare Ltd performance assessment activity.
- Encourage staff to pass on their knowledge to those less experienced.
- Hold regular staff supervision meetings.
- Encourage, where practical, staff to attend external training courses.
- Develop a training analysis addressing both qualifications and continuous professional development needs of each staff member and the nursery as a whole.

Within this commitment and when requested under a reasonable amount of time and frequency, the employee must attend compulsory (e.g. legislative nature requirements) training sessions and should attend non-compulsory training workshops (e.g. CPD nature) organised by Ducklings Childcare Ltd. Failure to attend a booked course will result in the full amount of the particular course being deducted from the staff member's wage.



Supervision/Appraisal Policy

- To assist all employees in performing their jobs to the best of their abilities, maximising their levels of job satisfaction and their contributions to Ducklings Childcare Ltd's objectives.
- To identify individual employee's training and development needs required to meet the Nursery's goals.
- To highlight the potential of each individual employee to develop within their current position, or into another.
- To ensure that employees are aware of the contribution they make to the achievement of the objectives of Ducklings Childcare Ltd.

Procedure

Each employee will be appraised annually, and an exchange of views will take place between supervisors and their immediate subordinates. The Action Plan is intended to be a fair representation of the discussion, and is referred to as a working document throughout the year.

Personal appraisal documentation must be stored in the individual employee's personnel file, and subject to the normal security and privacy measures applying to that file.

Supervisions are backward looking; the assumption is made that the employer has competently appointed the person being supervised, and they have the skills to do their job. Therefore the supervision interview is about how well, or otherwise, the person has used their skills in achieving the standards required, and identifying where they need to lift their performance and use the skills they have.

Effective supervision provides support, coaching and training for the practitioner and promotes the interests of children. Supervision should foster a culture of mutual support, teamwork and continuous improvement, which encourages the confidential discussion of sensitive issues. Supervision should provide opportunities for staff to:

- Discuss any issues – particularly concerning children's development or well-being;
- Identify solutions to address issues as they arise; and
- Receive coaching to improve their personal effectiveness.

Appraisals are forward looking; they are about stating what the business objectives are for the next year, as set out in the Business Plan, and identifying and clarifying the appraiser's part in achieving those objectives.



Following on from that, the discussion focuses around what new skills, capabilities or resources the appraisee needs in order to meet the personal objectives which have just been agreed. If reference is made to past performance, it is only done when it is required to identify the current level of the appraisee's performance. This would be done in order to decide what development is required to move to the level of performance required by the new objectives.

Appraisals are more collaborative than supervisions, the intention being for the appraiser and appraisee to co-operate on deciding how they are jointly to achieve the future objectives of their mutual employer.

Appraisal interviews will take place on an annual basis during a two month period which is announced well in advance. They should be carried out by the appraiser's immediate line employee on a one-to-one basis.

Training or coaching will be provided to all appraisers prior to conducting their first appraisal interview. New employees will be appraised in their sixth month of employment, and thereafter on an annual basis that coincides with the overall schedule.

Prior to appraisal, appraisers should inform the appraisee that their interview is due, and give them the appraisal preparation form together with the current Job Description and (if any) task list. The appraisee should be shown the appraisal form to ensure that they are aware of the types of questions they will be asked and can prepare for them. The appraiser will gather appropriate information relevant to the performance review, such as:

- Supervision records
- Line manager's, or other manager's opinions
- Training records
- Discreet enquiries to co-workers.

By "discreet" is meant that such information gathering must be carried out in a manner which does not undermine the authority or dignity of the person being appraised, and does not give rise to a general discussion of their merits and demerits.

All employees will be appraised in order to ensure that the communication of corporate objectives is made more effectively.



The appraisal interview should take place in private, in comfortable surroundings with no distractions, not overlooked by other people, and arrangements made to have no interruptions.

As the appraisal proceeds, any matters requiring action must be listed on the Action Plan located at the end of this pack, noting all agreed actions, together with agreed resources and target dates.

Appraisal forms will be completed by the appraiser shortly after the interview takes place, with a short follow-up meeting to review, agree and sign the form. A copy of the completed appraisal form should be given to the appraisee.

The completed appraisal form and Action Plan must be viewed as working documents and as such be continually referred to and reviewed throughout the year. Any items on the Action Plan requiring the actions of others, or for others to be informed, should be added to the appropriate individual's or the general Action Plan.

Progress against the Action Plan should be reviewed by the appraisee and their line manager at each performance review meeting.

Staff Qualifications, Training, Support and Skills

The daily experience of children in early year's settings and the overall quality of provision depends on all staff having appropriate qualifications, training, skills and knowledge and that they have a clear understanding of their roles and responsibilities. We make sure that all of our staff receive induction training to help them understand their roles and responsibilities. Our induction training includes information about emergency evacuation procedures, safeguarding, child protection and our equality policy and health and safety issues. We will support staff to undertake appropriate training and professional development opportunities to make sure they offer quality learning and development experiences for children, and so that they are continually improving.

We will put appropriate arrangements in place for the supervision of staff that have contact with children and families. Our supervision will provide support, coaching and training for the member of staff. Supervision should foster a culture of mutual support, teamwork and continuous improvement which will encourage the confidential discussion of sensitive issues. Our supervision will provide opportunities to staff such as:

- Discuss any issues- particularly concerning children's development or well-being



- Identify solutions to address issues as they arise
- Receive coaching to improve their personal effectiveness

Our manager holds at least a full and relevant Level 3 qualification and at least half of all our other staff hold at least a relevant Level 2 qualification. Our manager has at least two years experience of working in an early years setting. Our deputy manager is fully capable and qualified to take charge in the manager's absence.

At least one person with a current paediatric first aid certificate will be on the premises and available at all times when children are present, and will accompany children on any outing they may go on. Paediatric first aid training is relevant for workers caring for young children and where relevant babies. We take into account the number of children, staff and layout of the premises to ensure that a paediatric first aider is able to respond to emergencies quickly.

Ducklings Childcare Ltd ensures that staff has sufficient understanding and use of English to ensure the well-being of children in their care. Ducklings Childcare Ltd is in a position to keep records in English, to liaise with other agencies, to summon emergency help and to understand instructions such as those for the safety of medicines or food hygiene.

Teamwork Policy

At Ducklings Childcare Ltd, we pride ourselves on having a close staff team and we encourage all staff to respect and value each other to establish a positive working environment.

Communication is of the highest importance - we communicate on a daily basis, in particular in regards to sharing information about the children. We also ask staff to share ideas and issues, both positive and negative at staff meetings. All issues are then discussed and we try to reach a conclusion together as a team by listening to each other and taking turns to give opinions.

All staff should support each other in their job role and responsibilities and jobs should be shared equally.

We operate a '*no blame*' culture meaning we will never point blame or put anybody down for things that may go wrong. We aim to talk about these things and try to find a way to resolve them together.



Management hold regular meetings in which we discuss a number of issues that may arise, these are then passed on and discussed with the staff.

We are serious about the commitment we make to our staff in providing an enjoyable, relaxed and productive working environment. Equally, we expect that our employees are serious about the commitment they make to the company and their colleagues. Teamwork is paramount and we take seriously any disruption to this established relationship; misleading and ill-interpreted conversations are not at all accepted.

Children are at the heart of what we do and we strongly believe that a healthy environment is maintained by putting effort into a positive attitude to peer interaction.

Each member of staff is highly valued and each plays an important role in providing a safe and happy environment for the children to play and learn.

Staff Arrival & Departure

All staff are aware that they must use the front entrance when entering and leaving the building. We use a clocking in and out machine. If staff leave the premises on lunch they are required to write their name and time of departure on the white board by the clocking in machine. Staff wipe off when they re-enter the Nursery. All staff times are recorded on registers daily. We also have an area for staff to take breaks away from areas being used by children for if they do not wish to leave the premises.

Staff working with their own Children

As a nursery we understand the stresses of returning to work after having a baby or working in the same environment as your child or a close relation. We wish to support smooth transitions for both you and the child, therefore we request the member of staff meet with the nursery manager and room leader where appropriate to discuss the needs of all parties.

We believe our staff should remain neutral and treat all children with the same concern; therefore it is not always appropriate for staff to care for their own children whilst working in the nursery. However we will accommodate all wishes of our staff and come to an agreement which suits us all.

- Where staff are positioned in the same room as their child or close relation an agreed set of guidelines will be adopted by both the



nursery and the member of staff to set out the expectations of working with their child/close relation.

- Where this agreement is not working or is impacting on the care of the children in the room, the manager and member of staff will reassess the situation
- Staff caring for another staff member's child will treat them as they would any other parent/child. No special treatment will be offered to any child or parent who has connections with the nursery

Where the care of the children in the room is impacted upon because of the staff's relationship with their child or close relation:

- It will be the staff member that moves rooms, not the child. This will enable the child to be in the appropriate age/stage group and forge consistent relationships with other children in this group
- Staff will be required to adhere to guidelines about contact with their child during the nursery day. Although we do not want to restrict a parent seeing their child, we must consider the room routine and the upset a visit may cause the child when their parent leaves the room again. This will be agreed by the manager of staff, manager and the room leader in order to cause as little upset as possible to all children involved
- If there are staff shortages resulting in the movement of staff, the staff members will be placed in a different room to that of their child or close relation wherever possible
- Where a staff member's baby requires breastfeeding, the nursery will adapt the above guidelines to suit both baby's and mother's needs. Cover will be provided during this time.

Special Consideration for Employees

We recognise that certain employees such as young persons, new and expectant mothers and persons with a disability require special consideration under the Management of Health and Safety at Work Regulations 1992 and the Equality Act 2010. The Health and Safety Policy should have regard to such persons both at the commencement of employment and during the course of it. The following procedure is therefore set down to achieve this aim.

Procedure



Any employee requiring special consideration will be assessed by the manager and in conjunction with the individual on induction to the nursery or when their condition comes to light. The risk assessments relating to the occupation of such workers will be considered at these times and special measures such as training and supervision, arrangements, modifications and medical surveillance, if necessary, will be agreed with the worker.

Further assessments and reviews will be carried out at least annually, or if and when any changes to the special circumstances or environment occur.

Staff Breaks

It is the responsibility of the nursery manager to ensure that all staff take a break for the time allocated in their Statement of Main Terms of Employment, but as a minimum 20 minutes where they are working six hours or more, at a suitable time dependent on hours worked, ensuring that ratios are maintained. All breaks should be taken away from an employee's normal work area.

Young Persons

The school leaving age is 18 years, however young people can leave school on the last Friday in June if they turn 16 by the end of that summer holidays but then must stay in full time education e.g. college; start an apprenticeship/traineeship or work/volunteer more than 20 hours while in part time education/training until the age of 18.

They are entitled to 30 minute rest breaks if they work more than 4.5 hours, daily rest of 12 hours and weekly rest of 48 hours. Young workers are entitled to compensatory rest which is rest that they should have had but have missed, and must be of the same amount that they missed, taken within 3 weeks.

Staff Absence & Leave

Our policies relating to sickness absence, work related stress and other types of leave, including family-related leave rights can be found in the Employee Handbook.

It is our aim to make sure staff sickness levels are kept to a minimum, as it is important for the children to have consistency with staff. We do our utmost to prevent or reduce sickness or illness by:

- Having hand wash facilities and encouraging staff to wash hands regularly (soap/hand wash provided);



- Disposing of waste appropriately (i.e. hand towels);
- Providing personal protective equipment - i.e. gloves and aprons provided when changing children who have diarrhoea - or are extremely messy.

As well as these measures, we do daily, monthly and yearly risk assessments to ensure the workplace is safe and secure for staff as well as children. We provide information about manual handling and follow safety procedures throughout the day such as putting out the wet floor sign when it has been mopped.

All staff upon successful appointment are asked to fill out a 'health declaration' form before commencing work. This gives us an idea of any illness that may be reoccurring or any health problems that we should be aware of. We will not discriminate against anyone with health issues and we do our utmost to make adjustments for all staff with health problems.

When staff are off work due to sickness they are encouraged to rest and return to work at the earliest convenience. Support will be given once they have returned to work and a sickness record will be kept.

Right to Search

This policy will define the company philosophy regarding the rights of nursery management to search persons and personal property during duty hour:

- Management of the nursery reserves the right to take all reasonable precautions to safeguard the resources of the nursery at all times. This can include the right to institute a random search of an employee's identity, person and property at any time while that person is on duty and on the nursery premises. This may include the employee's vehicle
- That nursery management reserves the right to institute random searches and this is explained to each employee at the Induction Training Stage.
- The reasons for random searches are also explained to each employee. It is emphasised that requesting an employee to undergo a search does not necessarily imply suspicion, nor is it an accusation of guilt
- Any employee reserves the right to refuse to be searched.



- The employee who has been requested to be searched has the right to have a third party present during the time of the search, and any subsequent investigative questioning is taking place.
- The mechanics of a search will involve requesting that the employee removes the contents of their pockets, bags and briefcases. For vehicles this may involve a search of the boot, glove compartment and under the seats
- The nursery management reserves the right to call the police at any stage of the search

Capability, Disciplinary & Grievance Procedures

These procedures can be found within the Employee Handbook. They are not contractual however.

Whistle Blowing Policy

Whistle blowing is when a member of staff chooses to raise concerns about misconduct within the nursery or give information about illegal or underhand practices, either to their employer or outside agency.

Our aims:

- Encourage staff to feel confident in raising serious concerns and to question and act upon concerns about practice.
- Provide avenues for the staff to raise those concerns and that you are aware of how to pursue them if you are not satisfied.
- The nursery manager(s) will reassure that you will be protected from possible reprisals or victimisation if you have made your disclosure in reasonable belief.
- There are existing procedures in place to enable staff to raise a grievance relating to their employment and procedures.
- All reports will be investigated and dealt with in confidence, including only those staff on a 'need to know' basis.

Safeguards:

The nursery manager makes it clear that staff can speak without fear of harassment, victimisation or discrimination.

It is recognised that the decision to report a concern can be a difficult one to make. If what you are saying is true, you should have nothing to fear because you will be doing your duty to your employer and those for whom you are providing a service.



Any investigation into allegations of potential malpractice will not influence or be influenced by any disciplinary or other procedures that already affect the member of staff.

Whistle blowing is particularly important within the nursery because it is very important that staff would feel confident to raise concerns about child protection issues, without fear of it damaging their role in the nursery.

Any employee who is involved in victimising employees who make a disclosure or takes any action to deter employees from disclosing information may be subject to disciplinary action which may result in dismissal.

Failure to report serious matters will also be investigated and potentially lead to disciplinary action which may result in dismissal.

Who does this policy apply to?

This policy applies to all employees of Ducklings Childcare Ltd. This includes students and volunteers, who should be made aware of how to raise their concerns appropriately through the use of this policy. Ducklings Childcare Ltd actively seeks an honest and open relationship with parents and carers and as such, they are additionally encouraged to express any concerns they may have around practice.

What should be reported?

It is important to consider that this list is not final, and that there are many other reasons as to why you may raise a potential concern. These could include:

- Actions which cause or could cause significant harm to a child or vulnerable person
- Employees failing to meet their contracted roles and responsibilities
- A breach of the Code of Conduct
- Malpractice or mistreatment in dealing with any party within the nursery, which may lead to endangering health and safety expectations
- A criminal offence which is actual or potential
- Failure to adhere to any legal obligations
- Misuse of money within the nursery



- Abuse of power or position
- Actions which cause damage to the environment
- Actions intended to conceal any of the above

Who to speak to?

It is important to carefully consider the best member of staff to raise your concern with. The person who you speak to, will depend on the nature of your concern. It should be a member of staff that is not involved with your concern. The first person you would speak to would be your line manager, however if the concern is around this person, you will need to look to a suitable or higher seniority.

How to raise a concern?

It is important that when raising a concern, you do so in a manner that is confidential. When you have decided who you will speak to, it will need to happen in an environment that is private to safeguard those involved.

As you raise your concern, you may find that the person you are discussing it with will record key points or ask another senior member of staff to. It is important that as you raise your concern, you are able to provide full details around the concern, such as name(s), date(s) and an accurate account of the issue.

Depending on the nature of concerns, they may have to be passed on or reported to:

- Manager
- Nursery Owners
- LADO
- Ofsted

However, the number of people involved will be on a 'need to know' basis. All of this will then help management deal with, and investigate the concern.

It is acceptable for a staff member to raise their concern anonymously in writing by sending a letter to any of the people identified above. In order to protect all members of staff involved, certain safeguards are in place. Confidentiality will be maintained throughout raising the concern and then investigating the concern. This is to protect staff member's identities, to ensure that there are no situations in which the staff member may become victimised or subject to harassment. It is therefore important that the person raising the concern discusses it only within meetings with



senior members of staff. This is to protect them, but additionally the member(s) of staff they have concerns around. If confidentiality is not maintained this could result in disciplinary action being taken.

Investigation Process

The investigation of the concern may depend on the seriousness of the concern. Investigations reported within the setting, will be conducted within the setting, although information may be passed onto outside parties such as:

- Ofsted
- Police
- Social Care
- LADO
- Leeds Safeguarding Children's Board

Unfounded or malicious allegations

It is also important to note that no actions will be taken against any members of staff in which concerns which a found to be unfounded and untrue within an investigation. However, during an investigation, should any concerns raised by an employee be found to be malicious, disciplinary action may be taken against them.

Feedback to the employee making the concern

Ducklings Childcare Ltd values the importance of dealing with all concerns and actively investigates them with a view of always striving for the best possible practice. We accept the importance of ensuring that the person reporting the concern will need to know that the matter had been addressed and will within reason, ensure that they are consulted with regard to the matter. If an employee or other party raising a concern is not satisfied with the way that the situation has been dealt with they may wish to look for higher parties to consider the concern.

Whistle blowing using Ofsted Hotline:

To contact the hotline call:

0300 123 3155 (Monday to Friday from 08.00 to 18.00)

Email: whistleblowing@ofsted.gov.uk

Or write to WBHL, Ofsted, Piccadilly Gate, Store Street, Manchester M1 2WD.

A charity called 'Public Concern at Work' give free and confidential advice and can help you decide whether and/or how to raise concerns at work.



You can call Public Concern at Work on 0207 404 6609, email helpline@pcaw.co.uk or visit www.pcaw.co.uk/law/uklegislation.htm for useful information about whistle blowing legislation.

All concerns of poor practice or concerns about a child's welfare brought about by the behaviour of colleagues should be reported to the designated safeguarding person and/or manager. Complaints about the designated safeguarding person/manager should be reported to Ofsted.

All staff should be aware that the policy will apply where they reasonably believe that the information disclosed and any information contained in it is substantially true. If any disclosure is made in order to cause disruption within the setting or is made for personal gain, then such a disclosure may result in disciplinary action.

Procedure for making a whistle blowing complaint (protected disclosure)

A member of staff wanting to make a whistle blowing complaint should do so in writing clearly stating they are making a whistle blowing complaint. This clearly identifies the nature of the complaint and enables the setting to respond to the complaint within 48 hours.