

Safeguarding Children Policy

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Introduction

Achieving for Children (AfC) is committed to protecting and actively supporting children and young people so that they are able to live safe, happy and successful lives, in accordance with its duties under Section 11 of the Children Act 2004 and Working Together to Safeguard Children 2018.

This policy has been developed to help company directors, employees, contractors and volunteers to understand their responsibilities, what they need to do, and what they can expect of one another to safeguard and protect the welfare of children. The policy also demonstrates a commitment to acting promptly and appropriately whenever a concern is raised about a child at risk of harm.

Background and context to the Safeguarding Children Policy

Section 11 of the Children Act 2004 places a statutory duty on key individuals and organisations to make suitable arrangements to ensure that their responsibilities are discharged in order to safeguard and promote the welfare of children. The statutory guidance 'Working Together to Safeguard Children 2018' sets out how organisations and individuals should work together to meet these responsibilities.

Safeguarding and promoting the welfare of children is defined in Working Together to Safeguard Children 2018 as:

- protecting children from maltreatment or neglect;
- preventing the impairment of children's health and development;
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to achieve the best outcomes.

It is important that all company directors, employees, contractors and volunteers working with children understand fully their responsibilities and duties as set out in primary legislation and the associated regulations and guidance.

Aims of the policy

The aim of this policy is to provide guidance to Achieving for Children's company directors, employees, contractors, including foster carers, and volunteers so that they understand what they need to do to protect children and keep them safe.

The policy has been written in line with current legislation, Section 11 (4) of the Children Act 2004, statutory guidance detailed in Working Together to Safeguard Children 2018 and local policies. It is also aligned to the regulatory framework and the principles and standards of care that underpin our operations as an Independent Fostering Agency.

This policy aims to:

- raise awareness that safeguarding children is everyone's responsibility;
- assist those working with children, young people and their families to be aware of the signs and symptoms of neglect and abuse;
- raise awareness of practitioners' responsibility to follow local social care procedures;
- promote multi-disciplinary and multi-agency-working; and
- promote a child-centred approach to safeguarding.

Objectives of the policy

This policy aims to ensure:

- employees have information to help them recognize child abuse and neglect, that they understand the overarching Safeguarding Children Policy and how it impacts on their day-to-day operations;
- employees understand their responsibilities, what they need to do, and what they can expect of one another, to safeguard and protect the welfare of children; and
- employees and contractors understand when and how to report allegations of neglect, abuse or the risk of harm to children and young people.

Implementing the policy

We will implement this policy by:

- ensuring our company directors and employees are aware of the Safeguarding Children Policy and receive appropriate training and support, are able to recognise harm and know how to report any concerns in a timely and appropriate way;
- ensuring that all contractors and commissioned organisations providing services on behalf of Achieving for Children understand and have formally agreed in writing to abide by the Safeguarding Children Policy and receive appropriate training and support;
- monitoring allegations of neglect, abuse or harm to children and young people made against our employees to understand how and why this has happened and ensuring that appropriate systems and processes are in place to prevent this happening in the future; and
- working with children, young people and their families to help develop, monitor and review our policies, practices, functions and services.

This policy is translated into procedures through the online TRIX Children's Services Policy and Procedures Manual. Every Achieving for Children employee can access the manual via the following link: https://www.proceduresonline.com/achievingforchildren/

In Kingston and Richmond, the manual is integrated with the London Child Protection Procedures: http://www.londoncp.co.uk/

In Windsor and Maidenhead, the manual is integrated with the Pan-Berkshire Child Protection Procedures: http://berks.proceduresonline.com/

Information provided by the Local Safeguarding Children Boards can be accessed at:

- Kingston and Richmond: https://kingstonandrichmondsafeguardingchildrenpartnership.org.uk/
- Windsor and Maidenhead: https://rbwmsafeguardingpartnership.org.uk/

Recognising child abuse and neglect

Whilst children and adults at risk may suffer abuse and neglect, the recognition of these may differ. Working Together to Safeguard Children 2018 provides guidance as to what constitutes abuse and neglect and the categories of concern. However, this is not to be treated as the definitive list, as abuse and neglect can be multi-faceted and should be considered holistically.

Maltreatment

Abuse and neglect are forms of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm, or failing to act 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 others. They may be abused by an adult or adults, or another child or children.

Impact of maltreatment

The maltreatment of children physically, emotionally, sexually or through neglect can have major long-term effects on all aspects of a child's health, development and wellbeing. The immediate and longer-term impact can include anxiety, depression, substance misuse, eating disorders and self-destructive behaviour, offending and anti-social behaviour.

Categories of concern

There are many ways in which children can be harmed

Physical abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

Emotional abuse

Emotional abuse is the persistent emotional maltreatment of a child so that it causes severe and persistent adverse effects on a child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate.

It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond the child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyber-bullying), causing children to frequently feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Sexual abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of a child's clothing. They may also include non- contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse, including via the internet or social media. Sexual abuse is not solely perpetrated by adult males; women can also commit acts of sexual abuse, as can other children.

Sexual exploitation

Sexual exploitation of children and young people 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. It includes combinations of pull factors: children exchanging sex for attention, accommodation, food, gifts or drugs and push factors: children escaping from situations where their needs are neglected and there is exposure to unsafe individuals. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

Neglect

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to

result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to: provide adequate food, clothing and shelter (including exclusion from home or abandonment), protect a child from physical and emotional harm or danger, ensure adequate supervision (including the use of inadequate care-givers), or ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

Radicalisation

It is a requirement that all staff, volunteers and students within Achieving for Children comply with and be aware of the Prevent Duty under the Counter Terrorism and Security Act 2015. The Act seeks to ensure that all individuals are alert to the risks of children and young people being drawn into terrorism and radicalism. Further information can be obtained from the Prevent Duty **Guidance for England and Wales**

Concerns about a child's behaviour

Concerns about a child may come to the attention of company directors, employees, contractors or volunteers in a number of ways:

- through observation of the child where a child's behaviour may indicate that it is likely that they are being abused;
- the child may disclose abuse;
- information may be given by parents, other people or agencies;
- a child may show some signs of physical injury of which there seems to be no satisfactory explanation;
- something in the behaviour of one of the workers or a child, or in the way the worker relates to a child, alerts them or makes them feel uncomfortable in some way;
- observing one child abuse another.

There may be barriers to children telling someone that they are being harmed, neglected or abused. The power of relationships between adults and children should not be underestimated, and nor should the deliberate and skilled way that abusers target their victims. Children may not tell because they:

- are scared because they have been threatened or are being sexually exploited;
- believe they will be taken away from home;
- believe that social care services are stigmatising;
- think it is what happens to all children;
- feel embarrassed;
- feel guilty;
- do not want to get the abuser into trouble;

- have communication or learning difficulties;
- may not have the vocabulary to explain what has happened to them;
- are afraid they won't be believed;
- or believe they have told, possibly by dropping hints but have not been believed so that they do not bother trying again.

Child abuse thrives on secrecy and needs to be handled in a sensitive, accepting way. In order to achieve this, adults may have to overcome certain barriers also, as:

- sometimes it may be hard to believe what the child is saying;
- it may be difficult that the suspicion may be about someone that is known;
- there is a fear of getting it wrong; the fear of what consequences there may be for 'getting it wrong' for the child, for the family and for themselves;
- they worry that it may make it worse for the child;
- they believe that social care services are stigmatising;
- they simply do not want to become involved;
- they do not have the necessary information on what to do or who to contact.

Dealing with concerns

Many concerns about children and young people arise on a day-to-day basis and, in most cases, these can be dealt with quickly and easily through discussion between employees and parents or carers where further advice or help may be offered, if needed. These discussions and actions must be recorded in the relevant children's services recording system.

Sometimes concerns can be more worrying because it is clear that the child may be affected by what is happening to them. The child may be being harmed in some way. If this is the case employees should:

- collect as much information as possible about the situation this may be from the child, parent, carer or other professionals and should include the date and time of the incident or disclosure, the parties that were involved, what was said or done and by whom, and any further actions
- report their concerns to their line manager or another appropriate manager immediately and at the latest within the same working day

If a child of young person is disclosing information:

- listen to what is being said without displaying shock or disbelief, accept what is being said without judgement and take it seriously
- reassure the child, but do not make promises that cannot be kept for example, 'everything will be alright now'. Assure them that they did nothing wrong and that their disclosure will be taken seriously, do not promise confidentiality, explain you have a duty to report your concerns. Acknowledge how difficult it must have been to talk

- let the child or young person explain in their own terms what has happened. Do not speculate or jump to conclusions. Do not investigate or interrogate or decide if they are telling the truth. Communicate in a way that is appropriate to the age of the child and the level of disability or where English is not the preferred language. Explain what you will do next and who you need to talk to
- take some very brief notes and write them up in more detail as soon as you can. Hold on to the original notes, they may be required by court. Record the date, time, place and words used by the child and how the child appeared to you. Be specific and keep it factual
- contact the Single Point of Access (in Kingston and Richmond) and the Multi-Agency Safeguarding and Early Help Hub (Windsor and Maidenhead)

Kingston and Richmond on 020 8547 5008

(020 8770 5000 for out of hours/weekends)

Windsor and Maidenhead on 01628 683150

(01344 786543 for out of hours/ weekends)

• be open about the concern and make it clear that they will have to tell others who may be working with the child.

If a child is in immediate danger you must always telephone 999.

Responding to a concern

The response to any concerns about a child are dealt with in line with the procedures set out in the Referral and Initial Contact sections of TRIX.

Managing individuals who pose a risk of harm to children

The Children Act 2004 recognises that the identification and investigation of child abuse, together with the protection and support of victims and their families, requires multi-agency collaboration.

The Multi-Agency Public Protection Arrangements (MAPPA) provides a national framework for the assessment and management of risks posed by serious and violent offenders. Information about MAPPA can be found here:

https://www.gov.uk/government/publications/multi-agency-public-protection-arrangements-ma <u>ppa--2</u>

In addition, the Multi-Agency Risk Assessment Conference (MARAC) provides interventions for adult perpetrators of domestic violence and abuse. Information about MARAC can be found here: https://www.gov.uk/guidance/domestic-violence-and-abuse

Safeguarding particularly vulnerable children

Particularly vulnerable children

There are some groups of children who may be particularly vulnerable because of specific concerns in relation to their safeguarding and because of some specific issues in relation to promoting their welfare.

The list is not a comprehensive list of every vulnerable child, but highlights some specific groups:

- children living away from home;
- children who are being bullied;
- children whose behaviour indicates a lack of parental control;
- children who are experiencing racism;
- children experiencing violent extremism;
- children experiencing parental domestic violence;
- children with families whose whereabouts are unknown;
- children who go missing from home or care;
- children who go missing from education;
- children of families living in temporary accommodation;
- migrant children; and
- unaccompanied asylum-seeking children (UASC)
- children who have special educational needs and disabilities.

Safe employment

Recruitment

There are several aspects to protecting children from working with unsuitable people. These include safe recruitment practices, procedures for dealing with allegations against employees, and guidance about appropriate behaviour. Details can be found on the corresponding Safeguarding Partnership websites

Kingston and Richmond

Windsor and Maidenhead

Procedures for dealing with allegations against adults

Achieving for Children has a clear procedure in place for dealing with allegations made against any adults. Details can be found:

Richmond and Kingston

WIndsor and Maidenhead

If you receive an allegation against a member of staff who works with children and you are

concerned that they have:

- behaved in a way that has harmed a child, or may have harmed a child;
- possibly committed a criminal offence against or related to a child; or
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children

You must contact the Local Authority Designated Officer (LADO- who acts for the LSCB agencies to act on and monitor allegations against adults) via the Single Point of Access for Kingston and Richmond on 020 8547 5008 or the MASH in Windsor and Maidenhead on 01628 683150.

Notifying the Disclosure and Barring Service

The Disclosure and Barring Service (DBS) was created by the merger of the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA).

This new organisation provides a service combining criminal records checking and barring functions. The barring side of the DBS provides caseworkers who process referrals about individuals who have harmed or pose a risk of harm to children and/or vulnerable groups. They make decisions about who should be placed on the children's barred list and/or adults barred list and prevent them, by law, from working with children and vulnerable groups.

The checking service allows employers to access the criminal records history of people working, or seeking to work, in certain positions, especially those that involve working with children or vulnerable adults in specific circumstances.

Legal Duty to Refer

There is a statutory duty under the Safeguarding Vulnerable Groups Act (2006) to refer any relevant information to the DBS if Achieving for Children dismisses or removes an employee from working with children in what is legally defined as a regulated activity, because he/she meets the referral criteria.

Achieving for Children has a duty to refer information to the DBS as both a regulated activity provider and on behalf of Kingston and Richmond and Windsor and Maidenhead. It is the HR Business Partner's responsibility to make the referral to the DBS following consultation and sign off by the LADO and the senior manager of the service in which the employee works.

Please refer to the government's <u>DBS barring guidance</u> for further information.

Induction and training

All new employees receive an induction that includes the organisation's procedures for

safeguarding children.

Employees of Achieving for Children in Kingston and Richmond can access a range of training through the Kingston and Richmond LSCB, including Level 1 Online Safeguarding Awareness; Level 2 Shared Responsibility; and Level 3 Child Protection Processes. Employees in Windsor and Maidenhead can also access training through the Windsor and Maidenhead LSCB. Other relevant training and workshops particularly for those who have a designated child protection responsibility can be accessed via the Workforce Development team here.

Online safety

Digital technology can expose children and young to new dangers and risks. The safeguarding partnership boards in each area take strategic responsibility for improving the way in which children and young people are safeguarded online. The e-safety policies set out the:

- resources available through partner agencies to raise awareness among children and young people, supporting the development of appropriate strategies to minimise exposure to risk;
- procedures to be followed by all partner agencies in using online technologies with children and young people

Kingston and Richmond Windsor and Maidenhead

Social media

Employees should not engage in any form of social media communication (Facebook, Twitter, Instagram, etc) with children or young people using their personal accounts. This includes using personal email accounts or mobile phones.

Where there is a need to communicate with young people using social media, only accounts set up by Achieving for Children should be used.

When communicating using social media, care should be taken to ensure that the material posted or shared is safe and is appropriate. Photographs of children must be consensual and information especially that which could put a child at risk must not be shared.

Appropriate security and permissions must be put in place. Material posted should not discredit the organisation in any way.

Any posts by children or young people which raise safeguarding concerns should be reported (see section Dealing with concerns)

Where there are immediate concerns, call the police on 999.

The Achieving for Children Social Media Policy sets out in more detail the behaviour that is expected from employees working in Achieving for Children and how to be alert to safeguarding concerns.

Photography and videos

All company directors, employees, contractors and volunteers must only use Achieving for Children equipment to take photographs or videos of events which involve children and young people, and under no circumstances must they use their own personal devices. The following must be adhered to;

- Consent must be obtained from parents or the legal guardians of children, before they are recorded.
- They must be made aware of how and where the footage or pictures shall be used, especially if the footage is to be published in the media or online.
- An agreement as to whether the pictures and videos will be destroyed or saved for future use, where they will be stored, and who will be able to access them must also be drawn up.
- Even if parental permission has been sought, the children must be comfortable with their picture being taken.
- Children's and young peoples' names should not be publicised in photographs or videos without the express permission of the children and their parents or legal guardians.
- Photographs shall only be taken in relation to Achieving for Children services or events.
- Employees shall not take photographs in one-to-one sessions unless there is a specific need to, such as using photographs to help illustrate outcomes to children, young people and their families, this arrangement must be agreed with managers in advance and the rules around consent still apply.
- Staff should also be attentive to others taking photographs of children without their permission.

Access to inappropriate images and internet usage

Viewing, creating and storing inappropriate and indecent images of children on the internet is illegal and will not be tolerated under any circumstances. Anybody employed by AfC - either directly or as a contractor, who retrieves and possess links to such websites and images will be regarded as a major and possible threat to children. This behaviour will result in a criminal investigation and the individual will be barred from working with children if found guilty.

Employees should not use their Achieving for Children computer equipment to access pornography, and personal equipment containing pornographic images or links to them must not be brought into the working environment. This will result in serious concerns regarding the adult's suitability to work with children.

If indecent images of children or other inappropriate materials are found, the Police and Local Authority Designated Officer (LADO) must be informed immediately via the Single Point of Access.

Employees must refrain from attempting to investigate or assess the material independently as this could contaminate the evidence. Employees have a duty to ensure that children do not view inappropriate images or websites. Children can only use IT equipment if the appropriate controls are in place, such as restricted internet access. Confidential information must be protected and personal passwords must remain confidential. Additionally, parental permission must be obtained prior to a child using computer equipment and the internet.

All material shown to children, including films, books, magazines, television or video, must be age-appropriate.

Safe environment

All AfC premises and equipment will be assessed to ensure their safety and suitability. Where appropriate, provision specifically for children will be registered with Ofsted and their guidelines will be followed.

All premises and equipment should be managed in line with statutory health and safety requirements and the Achieving for Children Health and Safety Policy

Transport

Some employees may be required to transport children as part of their role and all journeys must be recorded appropriately. Adults who use their own vehicles for the transportation of children, must ensure that their vehicle is fit for purpose, suitably insured and that the maximum number of passengers is not exceeded. If employees are required to transport children in a vehicle which requires a specialist license and insurance, such as a PCV or LGV, employees must hold the necessary license and insurance.

Employees must ensure that they are able to drive and free from any alcohol, drugs or medicine that may impair their judgement or capability.

All passengers are legally obliged to wear a seat belt and it is the employee's duty to check that this is so. Adults should also use car seats for younger children, where applicable.

The safety and wellbeing of the children being transported is the concern of the employee until the children are safely reunited with a parent or carer.

Employees must not offer lifts to children and young people outside of their agreed working

responsibilities, unless approval has been sought from their manager and the child's parents or carers.

Occasionally, a child may require assistance with transportation in an emergency, or there may be occasions whereby failure to transport the child will place them at greater risk. On these occasions, the senior manager and parents or carer of the child concerned must be informed and the incident recorded.

Whistle blowing

The Achieving for Children Whistle Blowing Policy sets out the process which allows employees to express their concerns without fear of the consequences. If employees use the procedure, their employment rights will remain unaffected. Employees have an individual responsibility to make their manager aware of their concerns and this is especially important where the safety or wellbeing of children is concerned.

Information sharing and data protection

Employees may have access to confidential information about children and young people and their families in order to help them perform their roles. They may be privy to highly sensitive and confidential information. In some circumstances, this information may need to be shared with other professionals, such as in a case of suspected neglect or abuse. In these circumstances, information must be passed on immediately.

Confidential information should not be shared with someone who does not have the right to know. Where there is any uncertainty, staff should discuss this with their manager.

When it is not necessary to disclose a child's identity, all information should be used anonymously. Private Information should never been used for personal gain or for the advantage of others, including friends, family, relatives and or other organisations.

The Achieving for Children Information Governance Framework and relating policies sets more information in this area.

Notification of a Serious Incident

Ofsted notifications overview

Achieving for Children's social care services are regulated and inspected by Ofsted: Ofsted

Piccadilly Gate Store Street Manchester M1 2WD

T: 0300 123 1231

As stated within Working Together to Safeguarding Children 2018, Achieving for Children, on behalf of the local authority will notify the Child Safeguarding Practice Review Panel of any serious event within five working days of becoming aware of the incident.

A serious incident as defined under 16C(1) of the Children Act 2004 (as amended by the Children and Social Work Act 2017) states:

Where a local authority in England knows or suspects that a child has been abused or neglected, the local authority must notify the Child Safeguarding Practice Review Panel if -

- (a) the child dies or is seriously harmed in the local authority's area, or
- (b) while normally resident in the local authority's area, the child dies or is seriously harmed outside England.

Achieving for Children will also report the event to the safeguarding partners in their area (and in other areas if appropriate) within five working days. The Secretary of State and Ofsted, where a looked after child has died, whether or not abuse or neglect is known or suspected will be notified.

The Director of Children's Services in both areas is responsible for ensuring that Ofsted is notified, without delay.

Report a serious child safeguarding incident page on Gov.uk.

CQC notifications overview

Achieving for Children have a duty to inform the CQC about certain changes, events and incidents that affect service or the people who use it. The full list of incidents can be viewed in the text of the regulation

Notify about certain changes, events and incidents that affect service or the people who use it.

The Clinical commissioning group (CCG) will notify the CQC during the initiation of every child protection serious case review to allow the information to feed into the CQC's regulatory activities.

Roles and responsibilities for implementing, monitoring and reviewing

Role	Responsibility
Achieving for Children Board of Directors	Provide challenge to ensure that the Chief Executive is fulfilling his roles effectively
Commissioning Councils	Provide challenge to ensure that the Chief Executive is fulfilling his role effectively
Directors of Children's Services and Achieving for Children Chief Executive	Ensure the safeguarding and wellbeing of all children in the London Boroughs of Kingston and Richmond and the Royal Borough of Windsor and Maidenhead
	Represent Achieving for Children on the safeguarding partnership boards in Kingston and Richmond and in Windsor and Maidenhead
	Promote a culture of safeguarding and the message that it is everybody's business
	On behalf of the local authority, report any "significant events" in relation to the safeguarding of children to the relevant bodies, including CQC, Ofsted and the Safeguarding Partnership Boards
Senior Leadership Team	Ensure that all employees within their service understand and abide by the Safeguarding Children Policy: this includes ensuring that any contracted or commissioned services sign up to the policy and that it forms part of any contractual arrangements. Ensure that employees undertake training and development so that they understand how to safeguard children and young people
Head of Workforce Development	Ensure that effective safeguarding training and development is available and accessible to all employees, this includes ensuring induction training is in place.
Contractors and partners	Ensure that all employees working on behalf of Achieving for Children abide by the Safeguarding Children Policy
Human Resources	Ensure that all staff are security checked in line with safer recruitment practices
All managers	Ensure that all employees within their service understand and abide by the Safeguarding Children Policy; this includes ensuring that any contracted or commissioned services sign up to the policy and that it forms part of any contractual arrangements.
	Ensure that employees undertake training and development so they understand how to safeguard children and young people
All employees	Ensure they have read and understand the Achieving for Children Safeguarding Children Policy and they implement the accompanying processes and procedures.
	Take personal responsibility for undertaking training and development so

that they understand how to safeguard children and young people

Communicate the Safeguarding Children Policy to children, young people and their parents.

Inform, for those services registered with the Care Quality Commission, of all relevant notifications that form part of any of the regulated activities as per Achieving for Children's registration. Please see Appendix 3 for more information.

Version control

Applies to All departments of Achieving for Children

Review Board Senior Leadership Team

Date created February 2015

Signed off by Ian Dodds - Director of Children's Services, Richmond and Kingston

Kevin McDaniel - Director of Children's Services Windsor and Maidenhead

Reviewing arrangements This policy will be reviewed every 3 years

Next review date December 2024

Relating policies and procedures All relating policies are and procedures are linked within the document

Version December 2021