



Recruitment, Induction and Retention Policy

Introduction

This policy applies to anyone responsible for recruiting, selecting and inducting staff at Amegreen Children's Services and all who participate in shortlisting and interview panels.

Amegreen Children's Services is committed to promoting the welfare of young people and keeping them safe.

We are also committed to equality, valuing diversity, and working inclusively across all our activities.

We aim to have a workforce that represents a variety of backgrounds and cultures and can provide the relevant knowledge, abilities, and skills for our organisation.

The purpose of the policy:

- to recruit and select the best people available to join our workforce
- to take all reasonable steps to prevent unsuitable people from joining our organisation
- to recruit, select and manage our adults in a way that complies with legislation designed to combat inequality and discrimination
- to do all we can to achieve and maintain a diverse workforce
- to ensure that our recruitment and selection processes are consistent and transparent
- to ensure candidates are judged to be competent before we make them an offer
- to ensure that new Amegreen adults are given a robust induction
- to recruit safely and meet the requirements of the Children's Homes Regulations 2015, Schedule 2

We recognise that:

- our workforce is our most important resource
- unsuitable individuals sometimes seek out opportunities via employment or volunteering to have contact with young people to harm them
- some groups face unfair discrimination in the workplace
- young people, and families benefit from our efforts to recruit and select a skilled and committed workforce, from a diverse range of backgrounds
- new adults cannot perform their role effectively unless they are inducted properly and receive ongoing support and supervision

We recruit and induct our workforce by:



- advertising all posts through appropriate media, in a way that ensures that we attract high quality applicants from diverse backgrounds
- providing an application pack with relevant information for anybody who expresses an interest in an advertised job, to include a job description for the role advertised
- ensuring that all applications for all positions are made using our standard application form
- involving more than one person to shortlist applicants for interview
- having at least two people conducting a face-to-face interview, where practicably possible, with anyone we may want to appoint and ensuring that all interviewing adults have completed Safer Recruitment training
- incorporating the views and perspectives of young people into the recruitment and selection process whenever appropriate
- obtaining two references, two pieces of identification, including at least one photo identification, to include current address and right to work in the UK, evidence of full employment history with adequate evidence of any gaps in employment, and original copies of any necessary qualifications from candidates
- requiring that all Amegreen adults and Providers have an up-to-date relevant DBS check (including a check against the barred list if the post involves regulated activity), and that adults subscribe to the DBS online update service. DBS checks are completed by the onboarding team and online checks for existing employees are completed by the HR department. Amegreen Children's Services recognise the DBS checks along with all other required information are regulatory requirements as detailed in Regulation 32, Paragraph 3 (d) and in Schedule 2
- providing an appropriate induction for all new adults and volunteers
- ensuring that all adults are made aware, during their induction period, of how to keep young people safe in our organisation
- appointing all adults on a probationary period initially, with a review before they are confirmed in post
- Where adults have lived outside the UK, the employee should obtain a certified translation of the certificate of good conduct for any period spent abroad. All Certificates of Good Conduct must be in English and paid for by the applicant. This will then be reimbursed at the end of the probationary period. Applicants will be able to do this by following the link: (<https://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants>)
- using the list of processes below to follow a consistent procedure for recruitment, selection and induction

We are committed to reviewing our policy and good practice annually.

Recruitment, selection and induction process



1. Plan recruitment and selection process
2. Advertise the vacancy
3. Review all applications against the criteria in the job/role description
4. Create a shortlist of suitable applicants
5. Agree the interview questions and selection tools eg: case study
6. Invite your chosen candidates to be interviewed
7. Conduct interviews with two interviewers, where practicably possible, and verify every candidate's identity, qualifications and employment history. All gaps in employment explored with the candidate.
8. Make decision on suitable appointment of candidate(s)
9. Make a conditional offer of employment or a volunteer position, subject to satisfactory references and checks
10. Consider any confidential information that the candidate has submitted along with his/her application and discuss this with the candidate
11. Complete the take up of references and checks
12. Are all issues arising from the references, employment history, checks and self-disclosed information resolved? Overseas good conduct reports provided by candidate if required?
Yes - confirm the offer on a probationary period. Request for DBS information given to candidate
No - withdraw the job offer
13. Agree a start date
14. Plan the induction
15. New Amegreen adult starts. Follow through the induction programme
16. Conduct scheduled supervisions within the probationary period to check progress
17. After the probationary period, are you satisfied with their progress?
Yes - confirm new adult in post
Not completely – consider extending the probationary period and agree a further support package if appropriate
No, progress has been highly unsatisfactory - end the contract at this point
18. At the end of the probationary period extension, are you still unsatisfied with the new recruit's progress?
Yes - end contract at this point
No - confirm new adult in post



Staff Retention

Amegreen Children's Services recognise their workforce to be their most important resource. To that end, alongside the planned induction programme, mentoring and in-house support given to develop adults into their job roles, adults are given mandatory training within the probationary period.

Amegreen Children's Services recognise that the induction process starts from the point of acceptance of a job role, and a variety of job role relevant e - learning courses are allocated to each candidate, at the point of recruitment, to support them into their new roles with work based required knowledge. Adults are supported into their new job roles by a mentor and their manager, and beyond, as they progress and develop in the workplace.

Mandatory training includes First Aid, Induction and Safeguarding, Fire Awareness, Food Hygiene, Medication and Physical Intervention training. Other professional development courses are made available to all adults through a regular training schedule and also as areas of professional development within the homes/provisions are identified. Amegreen Children's Services welcome feedback and suggestions for training from all adults to support and encourage professional development.

All adults are offered opportunities to complete Diploma Level 3 training as required by their job role and as specified by regulations. Amegreen Children's Services are committed to recognising and developing their adults, where appropriate and suitable, to match the growth of the company - adults are offered opportunities for further training and planned progression to more senior roles with the support of their managers and through the company training schedule, which includes mandatory training for all roles, and additional vocational training to build skills, knowledge and working practice for adults. Amegreen Children's Services also recognise the previous knowledge, skills and experience that adults bring to any role, and work to help adults facilitate these skills and attributes into their roles with further training and resources, where appropriate and suitable.

Adults are given regular supervision and support, to include Critical Reflection Groups and regular team meetings. Probationary adults are given a twice monthly supervision schedule alongside the Induction process they are undergoing in the home/provision.

All adults are eligible for the pension scheme company benefits, such as the Blue Light card. Professional development and training are strongly promoted from within the company for all adults. Free parking is provided at all our homes, provisions and offices.

Regular feedback for adults is sought by the independent visitor to the home in Regulation 44 visits. Amegreen Children's Services listen to and respond to this feedback to further improve work life, training and development, for all adults.

Regular surveys are offered to all adults to get feedback on their employment and workplace satisfaction. Amegreen Children's Services respond to this and any suggestions that can be, in the long term viably undertaken in the best interests of the company, are considered.

All managers regularly monitor and review staffing, recruitment and retention to analyse trends and patterns in the recruitment of adults. Amegreen adults are offered opportunities to give feedback on their roles and experiences of employment at Amegreen Children's Services through an exit interview at point of resignation – Amegreen Children's Services will review and respond to this feedback to further improve work life, training and experiences for all adults.



Adults are offered support through the company handbook, Bright HR and access to a 24-hour employee assistance programme.

Variation Statement to Recruitment Policy during period of Pandemic

Amegreen Children's Services is committed to promoting the welfare of young people and keeping them safe. We will always follow government guidelines in relation to pandemics and ensure when there are restrictions in place, that we adjust our recruitment process accordingly. This may mean that we conduct virtual interviews or adhere to social distancing, and guidelines on PPE during recruitment processes.

Retention and Training

Throughout any restrictions all adults will continue to complete training online and via virtual platforms to ensure that they meet regulatory requirements for mandatory training and professional development.

Face to face training for First Aid and Physical Intervention will continue with the use of PPE and in smaller teaching groups, to support safety and social distancing.

Team meeting and critical reflection groups will continue in house, via the use of virtual platforms.

Supervisions will continue face to face in the home/provision, with appropriate social distancing observed. Induction activities and mentoring will continue in every home/provision for all probationary staff.

Diploma training will continue for all adults via an electronic portfolio and sessions with their allocated assessor via virtual platforms.

All managers with the support of the HR Manager will regularly monitor and review staffing, recruitment and retention to analyse trends and patterns in the recruitment of adults to homes/provisions through this period.

Overseas Checks

In accordance with the **Asylum and Immigration Act 1996**, Amegreen have a duty to check whether candidates are entitled to live and work in the UK. When applicants are invited to interview, they should bring with them evidence of their right to work in the UK.

Proof of right to work must be obtained and on file before a candidate can begin employment.

If you are not a British or Irish citizen, proof of right to work will need to be obtained via a share code or eligible immigration documents.

There are some visa routes which permit employment without the need for sponsorship. If the candidate has a Biometric Residence Permit (BRP), Amegreen can carry out a right to work check to verify if employment is possible.

Once employment has begun, there is a 3-month probation period that must be successfully completed before an application for Skilled Worker (previously known as Tier 2) sponsorship is



made by Amegreen. At this time, Amegreen will assign a Certificate of Sponsorship (CoS) valid for 5 years to the employee. The employee will then use this CoS to apply for a Skilled Worker visa under our sponsorship. This must be completed within 3 months. Once the visa application has been approved, Amegreen will conduct a further Right to Work check to evidence the employees right to work for us full time for the duration of the sponsorship.

Applicants who have worked or been resident overseas for longer than three months within the previous five years, including UK citizens who have worked or lived overseas, require the Statement of Good Conduct (sometimes referred to as a Certificate of Good Conduct or PCC) to be provided.

Should there be any delay in the applicant obtaining the Statement of Good Conduct after a submitted application, the relevant Registered Manager will undertake a risk assessment to determine the suitability of the applicant commencing employment pending receipt of the certificate. The applicant must provide proof of application for the Statement of Good Conduct before the risk assessment can be put in place. The applicant must still complete a satisfactory probation period. In exceptional circumstances, in line with Ofsted's Children's Homes: Recruiting Staff Guidance (updated on 15 August 2022) a full chronology of the progress of an application for a Statement of Good Conduct will be stored in the applicant's personnel file to evidence the steps taken to obtain a certificate.

For further information, see <https://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants>

Where applicable, overseas recruits must provide original Visa/Residence Permit documents to be checked and copied by Amegreen. The copy taken will be kept on the personnel file, along with the completed Home Office Right to Work Checklist; dates and restrictions must be checked and recorded, to ensure that any required repeat checks are conducted, prior to the expiry date.

Amegreen have processes in place that support adult visa candidates such as, Operation Manager and Quality Assurance checks that can take the form of visits, phone calls and informal conversations. These measures seek to ensure that candidates have felt welcomed to Amegreen, have been appropriately inducted, have the correct level of support in place and continue to enjoy their experience.

Date Reviewed: 31/01/2026

Next review date: 31/01/2027