

Safeguarding Policy and Procedure

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Other relevant policies

- Confidential information and intellectual property agreements
- Data Protection Policy and Data Privacy Notice
- Equality Inclusion and Diversity Policy
- IT Acceptable Use
- Protected Disclosure Policy
- Resolution Framework
- Risk Management Framework
- Social Media Policy
- Staff Health and Safety Handbook
- Volunteer Policy

1. Overview

This policy outlines the Institute of Leadership's commitment to keeping people in contact with our work safe by proactively managing risks of harm and responding well when harm occurs or is suspected, whether online or offline.

This includes harm arising from:

- The conduct of our team members, those working on our behalf or from activity we are supporting partners to deliver
- The design and implementation of our programmes and activities,
- Behaviour, actions or inactions caused by individuals themselves (e.g., suicide, self-harm, self-neglect),
- Behaviour, actions or inactions experienced outside of our activities but which colleagues or those working on our behalf become aware of,
- Our working environment,
- Our digital interactions and engagement with those accessing our digital products.

2. Scope

The Institute of Leadership is a private company limited by guarantee without share capital registered in England and Wales with Charitable Status at c/o JW Hinks LLP, 19 Highfield Road, Edgbaston, Birmingham, B15 3BH [Reg No. 00601049]. In this document, the Institute of Leadership will sometimes be referred to as "The Institute," "we," or "us."

This Policy applies to all Institute team members and to any member volunteer acting on behalf of the Institute (e.g. Fellow mentor, leader of a Special Interest Group, Committee member, etc). It may also apply to a third-party organisation in a joint initiative where it has been agreed that our Safeguarding Policy applies.

3. Definitions

- **Adult with care and support needs** is someone requiring a mixture of practical, financial and emotional support to manage their lives and be independent. This may be due to a mental or physical disability or illness, such as: a learning disability, a physical disability and/or a sensory impairment, mental health needs including dementia or a personality disorder or a long-term illness/condition.
- **Adult at Risk:** Anyone aged 18 or over who has needs for care and support and is experiencing, or is at risk of, abuse or neglect. As a result of those care and support needs, they may be unable to protect themselves.
- **Child:** Anyone under the age of 18 years.
- **Contracting colleague:** The Institute colleague who leads relationships with partners delivering services to the Institute or on our behalf.
- **Donor:** Individual who is or is considering donating to the Institute.
- **Partners:** agencies or organisations delivering activities on behalf of The Institute or with which we are in a joint initiative.
- **Safeguarding:** Safeguarding refers to measures in place to protect people from harm, abuse, neglect, and mistreatment of any kind. It includes a wide range of issues relating to an individual's welfare, health and safety.

- **Team member:** anyone engaged or acting on behalf of the Institute supported or directed activities, including employees, apprentices, agency workers or contractors, secondees, interns, those on work experience, volunteers (including trustees) and consultants.

4. Legal context

We recognise and seek to meet all duties expected by our principal regulator, the Charity Commission for England and Wales [for safeguarding and protecting people](#), [protecting charities from abuse for extremist purposes](#), [Charities and Social Media](#) and [due diligence, monitoring and verifying the end use of charitable funds](#).

In developing this policy and any associated procedures and guidance, we have referred to key domestic legislation as expected by the Charity Commission, including [The Charities Acts 2006 & 2011](#), [the Data Protection Act 2018](#), [Public Interest Disclosure Act 1998](#), the [Equality Act 2010](#). We will seek to work in line with duties in the [Malicious Communications Act 1988](#), [Communications Act 2003](#), [Computer Misuse Act 1990](#), the [Serious Crime Act 2015](#), the [Age appropriate design: a code of practice for online services](#).

The Institute recognises its duties to safeguard and promote the welfare of children and adults with care and support needs affected by its work. Where we engage in such work, we will consider the principles of the [Children Act 1989 & 2004](#), the [Protection of Children Act 1999](#) and the [Safeguarding Vulnerable Groups Act 2006](#), the [Care Act 2014](#) and [Mental Capacity Act 2005](#), the [Counter-Terrorism and Security Act 2015](#), the [Domestic Abuse Act 2021](#) and the [Online Safety Act 2023](#). We shall consider these laws and associated guidance - including [Working Together to Safeguard Children \(2023\)](#) - proportionally in light of the unique nature and structure of the organisation and respecting the duties of statutory agencies to protect children and adults experiencing or at risk of harm.

While specific legislation and guidance for safeguarding differ across the UK, the principles of good safeguarding practice are the same. We will always consider whether additional duties are needed for specific work across the four nations or when working in or with partners outside the UK.

5. Our commitment to keeping people safe

The Institute of Leadership is the professional membership body for an active, international community of leaders, managers, coaches and mentors. Our mission is to inspire great leadership. Everywhere.

To achieve our vision and mission, we will work to ensure that the rights of everyone in contact with The Institute to be safe from harm are respected and fulfilled. We believe leaders can only thrive when they can live free from fear of abuse, neglect, and exploitation. More broadly, leaders play a crucial role in building a positive safeguarding culture for all, and we will play our part to help our community meet their duties.

The Institute has safeguarding responsibilities as an employer, to our members and volunteers, as a collaborator and a direct service provider. Therefore, protecting people and meeting our safeguarding responsibilities is a governance priority for the Institute and a fundamental part of operating as a charity for the public benefit.

To meet our duties, we will implement a range of safeguarding arrangements set out in this Policy to ensure that safeguarding is embedded within our programmes, operations, working environment, digital activities, and culture across the organisation. We aim to proactively manage risks of harm and more widely promote individuals' welfare, well-being, health, and safety.

While most of our activity is with adult leaders, we recognise our additional responsibilities in our limited contact with children or adults at risk of harm. When in contact with these groups, we will make additional safeguarding arrangements proportionate to the risk.

Safeguarding is everyone's responsibility. All team members must play their full part in safeguarding people who come into contact with the Institute. They must both implement the commitments in this policy and take personal responsibility for the quality, efficiency, and effectiveness of their safeguarding activity. All must report concerns related to protecting, safeguarding, and promoting the welfare of anyone experiencing or at risk of abuse, harm or neglect. Where they fail to meet their duties in this Policy, we may take disciplinary or associated action as necessary and proportionate.

The Institute proudly collaborates with other organisations to meet our mission. We are committed to collaborating with our partners to keep people safe from harm by preventing opportunities for abuse and responding well when concerned about individuals. We recognise that in most circumstances, our partners hold primary responsibility for meeting safeguarding duties for those in contact with them and their work. Therefore, while this Policy does not directly apply to them, it sets our expectations for us to work together to keep people safe.

6. Roles and Responsibilities

6.1. Trustees

Our Trustees have ultimate responsibility for the management of safeguarding across the organisation.

The Trustees will:

- Appoint a Safeguarding Risk Lead from amongst the Board.
- Have a standing agenda item of safeguarding on an annual basis.
- Seek assurances on the status of the organisation's approach to safeguarding, including compliance with legal and regulatory requirements.

6.2. Senior Leadership Team (SLT)

The Senior Leadership Team will provide strategic leadership for managing safeguarding risks and building a positive safeguarding culture.

They will:

- Appoint a Designated Safeguarding Lead and Deputy Lead, ensuring they have the capacity, capability and support to fulfil their functions.
- Maintain an organisational-wide risk register, which includes safeguarding as relevant.
- Ensure cohesion between different functions, embedding safeguarding across the Institute's work.
- Identify and respond to learning about the organisation's approach to safeguarding.

6.3. Designated Safeguarding Lead (DSL) and Deputy Safeguarding Lead/s (DepSL)

The DSL is accountable overall for the operational implementation of our safeguarding work and communicating with the Senior Leadership Team (SLT) and the Board on all aspects of safeguarding.

A Deputy Safeguarding Lead (DepSL) will work alongside the DSL to share the responsibilities outlined below.

- Oversee safeguarding activity in the organisation.
- Act as the central point of contact for safeguarding queries across the organisation
- Advise the organisation on the legal requirements and guidance relating to safeguarding in the UK and monitor these as needed.
- Ensure all team members receive safeguarding induction as appropriate to their role and, if necessary, training.
- Support and advise team members who are dealing with safeguarding concerns.
- Take initiative in safeguarding adults with care and support needs and children, identifying and minimising possible risks to prevent abuse and neglect where possible.
- Lead management of any safeguarding concerns raised internally and engaging with external agencies as necessary
- Review this policy annually or more frequently if necessary.

6.4. Team members

All team members should take proportionate, preventative steps to reduce the risk of, or perception of, harm occurring, especially concerning at-risk children and adults with care and support needs.

All team members should:

- Read and be familiar with this Policy.
- Undertake safeguarding induction or training in line with their level of responsibility.
- Take any safeguarding concerns and allegations seriously and report any suspected abuse or neglect to the DSL and make an accurate record of any safeguarding activity.
- Follow advice or direction from colleagues on safeguarding matters relating to their work or their work with others.

Any team member who believes that they are not receiving the support necessary to meet their safeguarding duties should raise this and can always contact the DSL for support.

7. Our safeguarding arrangements

7.1. Recruitment

We will recruit team members using recruitment processes proportionate to the risks in the role to ensure the individual is suitable before they commence their role.

Each role will be assessed, considering the working environment, to determine whether a Disclosure and Barring Service (DBS) check is required and, if so, at what level. This assessment will take place for all roles, including those with contact with children and adults with care and support needs. Satisfactory references are required for all roles.

Led by: Head of HR

7.2. Awareness raising and training

We will inform all new team members about this Policy and reporting procedures for safeguarding concerns.

Team members will participate in proportionate safeguarding training relevant to their role, responsibilities, and risks. Enhanced safeguarding training and other relevant training will be given to individuals who have designated safeguarding responsibilities or work in high-risk roles.

Led by: Head of HR

7.3. Managing risk of harm

Individuals responsible for programmes, projects, or activities, whether online or in person, must ensure that safeguarding is considered throughout design and implementation.

Risk assessments of potential hazards should be undertaken at the planning phase to allow programmes and activities to be designed with safeguarding in mind. Specific hazards should be identified, and proportionate risk management measures implemented. Line managers must ensure that risk assessments are regularly reviewed as part of monitoring activities.

Individuals responsible for programme or project design and implementation should consult the DSL for advice as necessary and include the DSL where they identify higher risks of harm to children or adults with care and support needs.

Led by: Managers and implementing team members

7.4. Supporting our partners to meet their responsibilities

Partner organisations (such as grant holders, organisations and learning providers delivering approved courses or wholly owned subsidiaries) or third parties delivering ad-hoc projects/programmes or other services) are responsible for designing, implementing and reviewing their own safeguarding arrangements. We will seek to provide support and information proportionate to our role and enable them to meet their responsibilities.

Our expectations are proportionate to the risks of the activities we support, with more significant requirements for those who interact with children or adults with care and support needs (e.g. grant holders).

Contracting colleagues will:

- Undertake appropriate due diligence before entering into a partnership relevant to the risks of the project or activity.
- In written agreements with partners, detail who has responsibility for safeguarding (i.e., the “safeguarding lead organisation”) and which policies and procedures will be followed for the joint initiative. This may include requiring the partner to have a safeguarding policy and procedures (or follow our policy) and a Designated Safeguarding Lead (or report to our lead) if they work with children or adults at risk of harm.
- In written agreements with partners, detail our requirements to report safeguarding breaches to us (where relevant and permissible in law) and our right to audit compliance with their safeguarding obligations, if necessary.
- Offer support and understanding to partners managing a safeguarding concern. We will meet our duties to report concerns to relevant regulators if necessary. We retain the right to pause or withdraw funding should we have concerns about a partner’s ability to keep people safe.

Team members responsible for the relationship with partners will help the partners to be aware of and understand our safeguarding policies and other related policies.

Led by: Managers and implementing team members

7.5. Monitoring and quality assurance

The DSL will ensure the SLT and trustees are provided with key updates such as a summary of serious logged concerns, updates on staff training and induction or wider updates to law, policy or practices as relevant.

We will seek to learn from any safeguarding concerns or incidents, including ascertaining the feedback of those engaged.

We will meet our regulatory responsibility to review our approach to safeguarding annually and update this Policy, as necessary.

Led by: DSL

7.6. Managing concerns

We will seek to fulfil our responsibilities to protect people in contact with our organisation from harm and support our partners to fulfil their responsibilities. Team members must respond to a safeguarding disclosure, concern or allegation promptly and appropriately following the relevant procedure.

We will ensure our response centres the person experiencing or at risk of harm and consider the needs of bystanders and our organisation as a whole. We will provide proportionate support and engage with relevant statutory agencies as needed.

We will seek to manage any safeguarding concern quickly, professionally and sensitively. We will record all safeguarding concerns, discussions, and decisions (and justifications for those decisions) promptly and appropriately in writing. We will record and store information professionally, securely, as per established procedures.

Led by: DSL

APPENDIX A: Safeguarding Procedures

These procedures provide direction to team members who have a concern they think may be related to safeguarding. It outlines how you can recognise, respond safely and report situations when you reasonably suspect or are told that someone is being, has been or is likely to be harmed.

1. Safeguarding concerns and allegations

A safeguarding concern could be anything relating to an individual's safety or welfare, or it could be about the risk a person poses. It may be where:

- Someone tells you something (sometimes called a disclosure)
- You see a sign or symptom which makes you concerned (this can happen in a face-to-face environment or online)
- You observe or become aware of another person's behaviour which makes you concerned (for example, you believe someone poses a risk of harm, especially children or adults at risk of harm).

Remember these important considerations about safeguarding concerns:

- Sometimes concerns may relate to emergencies where there is a life-threatening situation or where an adult or child is unable to protect themselves from harm. You must always use your professional judgement as to the seriousness of the situation and what action is most appropriate.
- You can report a concern on behalf of someone else, even if you have not been directly involved or affected.
- If you have a concern or complaint, you will be taken seriously. Whilst you are not obliged to report harm you have experienced yourself; we will seek to support you as relevant.
- Your concern may relate to abuse or harm that has happened in the past. This will still be taken seriously, and these procedures will apply.

Where your concerns are low level – more focused on promoting someone's welfare or wellbeing - use your professional skills to facilitate a solution in an inclusive and non-judgmental way. If the issue was important enough for the individual to tell you about, it is important that you deal with the issue and not dismiss it as trivial or unimportant. This can undermine people's faith to share more serious concerns.

If you are in any doubt about something you have seen, read, or heard, it is always best to follow this procedure. We will record, treat seriously, and support with every reported safeguarding concern.

2. Recognising harm and abuse

Someone is at imminent and serious risk

When confronted by someone at severe and imminent risk of harm, you should take appropriate action. This could include someone being at serious risk of harm to themselves or others, those expressing serious suicidal or self-harm intent or who may be in contact with those who would harm them.

Every situation will be different, and your response may depend on the team's capacity and capability or on your own background knowledge of the individual(s) at risk of harm.

You must take reasonable steps to protect any person from immediate harm, such as calling the emergency services.

Someone shares they are being harmed

- Assess whether anyone is at immediate risk. Contact emergency services as needed.
- Treat the matter seriously; listen carefully to the individual.
- Keep an open mind and avoid asking leading questions. Instead, use phrases such as Tell me, Explain to me, Describe to me.
- Ask the person concerned what they want to be done.

Harm suspected but not disclosed

In non-emergency situations, where harm is suspected but not disclosed, consider whether the Institute is best placed to respond and whether the individual is competent to seek support, including from our DSL.

If they do not feel able to do so for any reason, including situations involving a child or adult at risk of harm, they should inform the DSL directly.

Allegations against people representing the Institute

If an allegation is made against a team member, it must be taken seriously, and risks to those engaged with the Institute should be assessed. If a team member has a concern about another team member they must discuss their concerns with the DSL – not with the colleague.

The Institute's relevant procedures should be followed (this will be different for employees and contractual workers compared to trustees and volunteers). Team members subject of concern will receive relevant support and signposting to other appropriate services.

Any internal investigation regarding team members that is a safeguarding concern should be conducted with the agreement of the Local Authority and/or the police to ensure that any criminal investigation or protection plan is not compromised.

3. Responsibility for reporting

Team members must report all safeguarding concerns, allegations or worries to our Designated Safeguarding Lead (DSL) or Deputy Safeguarding Lead (DepSL).

If you have any doubt about something you have seen, read, or heard, it is always best to follow this procedure and raise it with the DSL, who will discuss it with you and offer support. The DSL will record, treat seriously, and support every reported safeguarding concern.

This would include:

- concern regarding activity within the Institute (including allegations relating to our team members)
- concerns about the behaviour, or situation, or a member
- concern connected to a partner of the Institute (e.g. grant holder, corporate member, learning provider of an approved course)
- other issues arising for those in contact with the Institute.

For the avoidance of doubt, while the partner will lead concerns relating to the partner's activity, team members must also report these concerns to our DSL. They will seek assurance that the partner has responded appropriately and promptly.

4. Responsibility to record

Team members shall make a written record of the concern as soon as possible and no later than one working day after the concern has been identified. All personal information in a record must be stored securely and deleted after being shared with the DSL.

The report must include

- the name and position of the person sharing the information
- the names of others involved, such as the person who may be at risk, and if relevant, the person(s) subject of concern
- when and where the alleged incident or concern took place, including date and time
- the account of what is suspected or alleged to have happened; where possible recording using the individual's own words.
- a description of any injuries described or observed.

5. Actions to be taken by the Designated Safeguarding Lead (DSL)

Note - the Deputy Safeguarding Lead/s (DepSL) can deputise for all actions below.

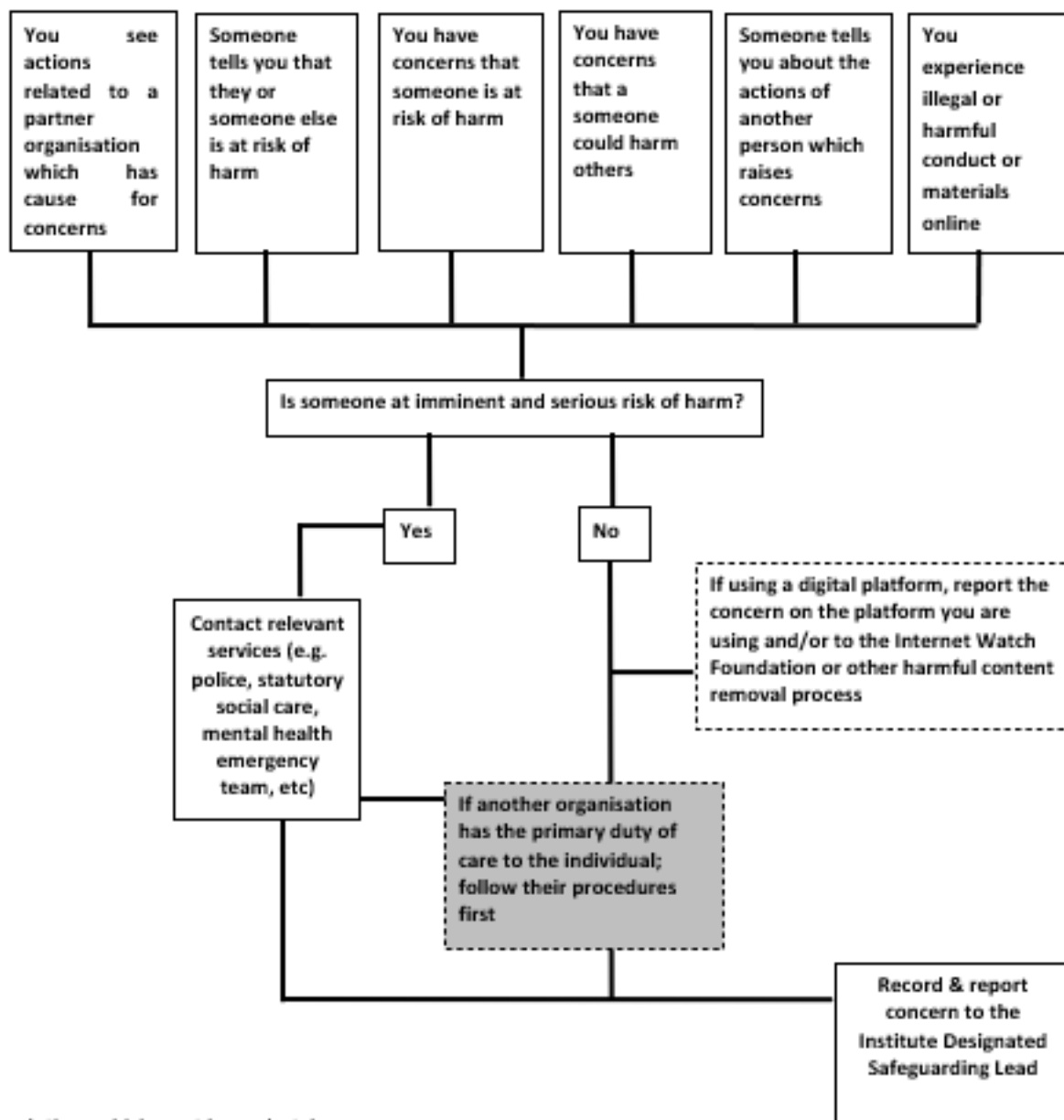
- The DSL will consider whether to arrange to speak to the individual reporting or reported to ascertain their views or clarify issues and/or the partner organisations' own DSL or leaders.
- The DSL will decide whether external authorities, such as the police or social services (if relevant), need to be informed.

- The DSL will inform the Institute's relevant Senior Leaders and Board members if it is appropriate to do so. This will include any situation which is potentially a serious reportable incident to the Charity Commission (including concerns about a partner).
- They will record:
 - Actions and decisions taking
 - Any notes, memoranda or correspondence dealing with the matter
 - What Information was provided to external agencies; including whether consent was gained and what was the lawful basis for information sharing
 - Any other relevant material
- Copies of reports, notes and any additional documents should be kept securely. Retention will depend on the nature of the concern and in line with existing policies and procedures.

6. Responding to inaction

If a team member genuinely believes that a concern cannot be reported to the DSL, or if they have reported it and think the response is inadequate or inappropriate, they should consult the Institute's Protected Disclosure Policy for guidance or report to the Trustee Lead. By following these policies, the risk of breaching any Confidential information and intellectual property agreements is minimised.

[Protect \(formerly Public Concern at Work\)](#) offer free, confidential advice to employees on whistleblowing. Any activity to protect management or organisational interests should never compromise the safety or welfare of those in contact with the organisation.



Actions which must be undertaken ———

Actions which could be undertaken - - -

APPENDIX B: Safeguarding contacts

The Safeguarding Leads for the Institute are:

Designated Safeguarding Lead (DSL)

Cassandra Thompson, Head of HR

Cassandra.Thompson@leadership.global

Tel: 07949 261445

Deputy Safeguarding Lead (DepSL)

Clare Belle, HR & Administration Coordinator

Clare.Belle@leadership.global

Tel: 07949 261783

Trustee with Safeguarding Risk Lead

Sarah Hawke

Contact details can be obtained from the Designated Safeguarding Lead or Deputy Safeguarding Lead

The Safeguarding Leads are not available outside of office hours. If you have a concern about an adult or child who may be at immediate risk of harm, you should always report it to the police or social services.