

Safer Recruitment and Selection Policy

This is an HR policy and applicable to all schools in the MAT

Introduction

This policy seeks to ensure that the best candidate is chosen for each job vacancy in order to improve and develop the Trust school. This policy applies to the recruitment and selection of all candidates who apply to or are appointed to the Trust school irrespective of whether the contract is offered on a temporary, part time, fixed term, paid or unpaid, voluntary or permanent basis. This policy applies to both internal and external recruitment.

The Trust school will follow and adhere to the Department for Education (DfE) guidance relating to keeping children safe in education. The Trust school and all staff are responsible for promoting and safeguarding the welfare of children and young people in their care.

Department for Education (DfE)
Disclosure and Barring Service (DBS)
School Teachers' Pay and Conditions Document (STPCD)
Single Central Register (SCR)
Knowledge, skills and experience (KSE)
Genuine occupational requirements (GOR)
Individual School Range (ISR)
Keeping Children Safe in Education (KCSIE)

Aims

The Trust school is committed to applying equal opportunities at all stages of recruitment and selection and the entire recruitment process will be fair, consistent, objective and free of bias or discrimination. Every individual appointed to a position within the Trust school will be selected on qualifications, skills, abilities and individual merit, as measured against relevant job criteria, subject to the principle of reasonable adjustment for candidates with disabilities. Confidentiality will prevail throughout the entire process.

Consultation/formulation of policy

This policy has been drawn up following consultation with the Trust school Headteacher, all employees and relevant recognised Trade Unions. It meets the requirements of all relevant legislation.

Related Statutory Requirements/non-statutory guidance which inform policy

HM Government - Working Together to Safeguard Children
DfE - Keeping Children Safe in Education
The School Staffing (England) Regulations 2009
School Teachers' Pay and Conditions Document (STPCD)
Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013) by IS 2013 1198
Police Act 1997

The Equalities Act 2010
Agency Workers Regulations 2011
General Data Protection Regulations
Data Protection Act 2018

Link to other school/MAT policies, documents and required practice

Equality Policy
Safeguarding Policy
Child Protection Policy
Grievance Procedure
Disciplinary Policy
Data Protection Policy
Whistleblowing Policy

Procedure/Practice/Guidelines

Data Protection

When managing a colleague's recruitment, the Trust processes personal data collected in accordance with its Data Protection Policy. This data is held securely and accessed by, and disclosed to, individuals only for the purposes of managing his/her recruitment. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Trust's Data Protection Policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Trust's Disciplinary Policy.

The Trust will delegate responsibility to the Senior Headteacher for the recruitment of staff. It is expected that the Governors will be consulted regarding appointments to the Trust school's Senior Leadership Team. The Headteacher may delegate the process of the recruitment of support staff, casual and temporary teaching staff but will retain overall responsibility.

Any qualifications or requirements applied to a job that have or may have the effect of inhibiting applications from certain groups of the population should only be required if they can be justified in terms of the job to be done.

Any candidate with a disability will not be excluded unless it is clear that the candidate does not meet the minimum criteria outlined in the person specification. Reasonable adjustments to the recruitment process will be made to avoid any disadvantage faced by disabled people when making an application in response to an advertisement. Where disabled candidates enter a recruitment and selection process, consideration will be made to making such reasonable adjustments to working arrangements or physical features of the workplace/station/premises, so as to accommodate their needs so far as is possible, and avoid any substantial disadvantage compared with non-disabled candidates.

Information on ethnic origin, gender and nationality may be collected in the interests of equal opportunities monitoring. This information will not be used in the selection process for anything other than this purpose.

Where any dishonesty or incorrect information provided in connection with a job application is subsequently found or where the candidate subsequently is charged with an offence that is directly related to the post applied for, the Trust school will not hesitate to terminate employment.

The Trust school is required to obtain an enhanced Disclosure and Barring Service (DBS) disclosure in respect of **every** candidate who is offered any type of employment as set out in this policy. The Trust school will not refuse to employ a particular individual who has convictions, cautions reprimands or final warnings unless the nature of the conviction has some relevance to the job for which the individual has applied. To fulfil the Trust's duty to safeguard children, these procedures will be carried out in accordance with the guidelines provided by the DfE, DBS and safer recruitment practices.

Principles

This procedure will be applied fairly and consistently to all candidates, and will be applied in accordance with the Trust's Equality Policy. Candidates will be treated fairly and compassionately regardless of transgender, gender, racial group, religion or belief, age, marital or civil partnership status, disability, sexual orientation, status or number of hours worked.

All involved in this procedure are reminded of the importance of confidentiality and must ensure that they comply with the following eight principles of the Data Protection Act 2018. Information must:

- be fairly and lawfully processed;
- be processed for limited purposes and not in any manner incompatible with those purposes;
- be adequate, relevant and not excessive;
- be accurate;
- not be kept for longer than is necessary;
- be processed in accordance with individuals' rights;
- be secure; and
- not be transferred to countries without adequate protection.

All relevant information, whether verbal or written, will be treated in strict confidence and only passed on to others where appropriate. Disciplinary action may result from breaches of confidentiality.

Staff who are responsible for recruitment and selection will be suitably trained to include interviewing and equality of opportunity and at least one interview panel member will have successfully trained in safer recruitment practices.

The first experience an individual has with the Trust school should be positive and all those responsible for recruiting should leave a positive image with unsuccessful candidates at all stages of the process.

1. Senior Executive Lead/Headteacher and Deputy Headteacher recruitment

These procedures also apply to the recruitment for the Senior Executive Lead/Headteacher and Deputy Headteacher together with the relevant guidance outlined in The School Staffing (England) Regulations that are in force at the relevant time.

The substantive post of the Senior Executive Lead/Headteacher or Deputy Headteacher must be advertised in a manner as the Trust Board/Local Governing Board considers appropriate unless it has a good reason not to. The Trustees/Governors should consider which advertising mediums should be used in order to successfully reach the target audience and obtain the best field of candidates possible. At a minimum the post should be advertised nationally. In exceptional circumstances, where a decision is taken not to advertise the post, the Local Governing Board will have a good reason for making such a decision which should be carefully documented as the Local Governing Board will need to be able to demonstrate it has acted reasonably if challenged.

The Local Governing Board must appoint a selection panel consisting of at least three of its members excluding the Trust school Headteacher (or Deputy Headteacher in the case of a Deputy Headteacher vacancy). It is the responsibility of the selection panel to select the candidates for interview, interview the candidates selected and where appropriate, recommend one of the candidates interviewed to the Local Governing Board for approval. The Trust Board/Local Governing Board must ratify the selection panel's recommendation to appoint the Senior Executive Lead/Headteacher or Deputy Headteacher by a majority vote.

When determining the Individual School Range (ISR) for the Senior Executive Lead/Headteacher and Deputy Headteacher's pay this must be determined in accordance with the requirements of the Trust school's Pay Policy and the STPCD which is in force at the relevant time.

2. Safeguarding children

The principles and process of safeguarding children applies to all staff at all times. Throughout the recruitment process staff must remain mindful of deterring, rejecting or identifying people who might abuse children or are otherwise unsuitable to work with them.

No shortlisting or interview panel may be convened without at least one member being properly trained in respect of safer recruitment practices in accordance with the relevant statutory regulations. It is recommended that at least one person who has been trained in safer recruitment is involved throughout the recruitment and selection process.

Safer recruitment practices must be employed at every stage of the process and will include:

- ensuring every job description makes reference to the responsibility for safeguarding and promoting the welfare of children;
- including specific reference to suitability to work with children in every person specification;
- ensuring that selection is based upon a minimum of a completed application form, shortlisting and a face-to-face interview which explores a candidate's suitability to work with children whilst simultaneously assessing his/her suitability for the role;
- obtaining and scrutinising comprehensive information from candidates, and pursuing and satisfactorily resolving any discrepancies or anomalies;
- being satisfied that the references received provide evidence to support that candidates are suitable to work with children, and any concerns are explored and allayed;
- conducting online searches for all short listed candidates;
- properly verifying the successful candidate's identity, qualifications and relevant achievements, employment history and experience;
- obtaining satisfactory enhanced DBS disclosure for the successful candidate.

3. Disclosure and Barring Service checks (DBS disclosures)

All candidates who are offered a role with the Trust school are required to undergo an **Enhanced** Disclosure with barred list check. This includes Governors, Trustees and Volunteers. It is a criminal offence for an employer to allow a barred person, or a person who is not yet registered with the DBS, to work for any length of time in any regulated activity. It is also a criminal offence for an employer to fail to check that person's status if they work in any regulated activity.

A satisfactory enhanced DBS disclosure must be obtained for all new employees, volunteers, and governors. The Trust school must have direct sight of the original DBS disclosure within 48 hours of the individual's receipt of the disclosure. Certificate information will be recorded on the Trust school's Single Central Record. The DBS recommends that copies of any DBS disclosures taken by the Trust school are held for no longer than is necessary generally up to six months in secure storage with restricted access.

There is no requirement to obtain a new enhanced DBS check if, in the three months prior to beginning work in their new appointment, the applicant has worked:

- in a school in England in a post which brought them into regular contact with children or in any post in a school since May 2006; or
- in a college in England in a position which involved the provision of education and regularly caring for, training, supervising or being in sole charge of children or young people under the age of 18.

If the applicant has subscribed to the DBS Update Service and gives permission, the Trust school can undertake an online update check through this facility.

Where the individual has subscribed to the DBS update service the Trust school can periodically request to see updated information in relation to his or her DBS records.

The new employee must accurately complete all relevant sections of the disclosure application form and produce original documentation to the Trust school, which will be verified and signed by the designated person. The designated person must accurately complete the sections of the disclosure form to confirm they have verified the relevant identification. Online guidance to assist candidates and the person checking the disclosure forms is available at:

<https://www.gov.uk/disclosure-barring-service-check>

Where any new employee begins employment pending the Trust school's receipt of satisfactory DBS clearance, she/he must always be accompanied by a member of staff who has received DBS clearance when she/he is in contact with students. All other reference checks and online searches will have been completed and a separate barred list check will also have been completed. All employees, to include those who have recently started work or are due to start at the Trust school, are responsible for ensuring the Trust school receives the disclosure within 48 hours of receipt of the certificate. All new employee's appointment will remain conditional until satisfactory clearance has been received. Should the result of the DBS check prove unsatisfactory, the Trust school may terminate an individual's employment in accordance with the statutory notice periods/contract of employment. The notice period given will be dependent upon whether the individual is a new or current member of

staff.

If the Trust school has concerns about an existing member of staff's suitability to work with children, it will carry out all relevant checks as if that person were a new member of staff.

4. Secretary of State Prohibition Orders

Teacher prohibition orders prevent a person from carrying out teaching work in schools. The Trust school will make all the relevant checks to ensure no member of staff prohibited is appointed to a role that involves teaching.

Teacher prohibition orders are made by a professional conduct panel convened by the TRA. Pending such consideration, the Secretary of State may issue an interim prohibition order if it is considered to be in the public interest to do so.

A section 128 direction prohibits or restricts a person from taking part in the management of a school. A person who is prohibited is unable to participate in any management of a school. The Trust school will make checks to ensure no member of staff prohibited under section 128 provisions is appointed to participate in the management of the Trust school.

Checks for all prohibitions, sanctions and restrictions are carried out by accessing the DfE's employer's access service.

5. Individuals who have lived or worked outside the UK

Individuals who have lived or worked outside the UK must undergo the same checks as all other staff and overseas criminal checks will be requested so that any relevant events that have occurred outside the UK can also be considered.

6. Trustees/Governors

A satisfactory enhanced DBS disclosure with barred list check must be obtained for all new Trustees/Governors. The Trust must have direct sight of the original DBS disclosure within 48 hours of the individual's receipt of the disclosure. This will be recorded on the Trust's SCR.

A section 128 direction disqualifies a person from holding or continuing to hold office as a Trustee/Governor.

7. Single Central Register (SCR)

The Trust school maintains a live, up to date, SCR covering all staff (including supply staff, trustees, governors and volunteers) who work at the school. The SCR will record the checks that have taken place on those individuals and the date on which the checks were completed.

The information that must be recorded on the SCR will be:

- an identity check;
- a barred list check;
- an enhanced DBS check requested/certificate provided;
- a reference check
- a prohibition from teaching check;
- a section 128 check;
- further checks on people who have lived or worked outside the UK;
- check of professional qualifications;
- check to establish the person's right to work in the UK.

8. Rehabilitation of offenders

The Trust school is committed to equality of opportunity for all job candidates and aims to select people for employment on the basis of their individual skills, abilities, experience, and knowledge and, where appropriate, qualifications and training. The Trust school will not automatically refuse to employ a particular individual just because she/he has a previous criminal conviction.

Amendments to the Exceptions Order 1975 (2013 & 2020) provide that certain spent convictions and cautions are 'protected'. These are not subject to disclosure to employers and cannot be taken into account. Guidance and criteria on the filtering of these cautions and convictions can be found on the Ministry of Justice website. Shortlisted candidates will be asked to provide details of all unspent convictions and those that would not be filtered, prior to the date of interview. If their application is successful, the self-disclosure information will be checked against information from the Disclosing and Barring Service before the appointment is confirmed.

The Trust school is committed to ensuring that all information provided about an individual's criminal convictions, including any information released in disclosures, is kept confidential. Data held on file about an individual's criminal convictions will be held only as long as it is required for employment purposes and will not be disclosed to any unauthorised person.

Where a candidate fails to disclose information relating to any conviction that is not protected and which is subsequently revealed on a DBS disclosure, or where the Trust school is unhappy with the explanation or assurances provided by the candidate, the Trust school will be entitled to withdraw the offer of employment.

Where an application is received from a person who is barred from working with children, this is a criminal offence which must be reported to the DBS, and the police.

Under the Police Act 1997 police forces can provide certain sensitive additional information about the applicant to the Trust school only, not to the applicant themselves, this is sometimes called brown envelope material and is issued separately to the DBS disclosure. Whilst this provision no longer exists in the Police Act, the police may choose to use common law powers to provide information directly to employers in cases where it is necessary, to prevent harm or crime.

9. Assessing the relevance of criminal records

When deciding whether the offence is relevant to the post on offer, it may not always be clear enough for the Trust school to decide whether the candidate continues to be suitable for the job. An assessment of the risks should be considered by discussing the offence with the candidate. Such an assessment will include but not be limited to the nature of the offence in relation to the nature of the job, the circumstances in which the offence was committed, whether it was a one-off or part of a history, whether there appears to be a pattern of behaviour demonstrated by the individual, the length of time since the offence took place, and any remorse shown by the individual.

Only the people directly responsible for recruitment should be informed of a candidate's criminal record. Where a successful candidate has a criminal record, she/he must be told who in the Trust school has been told about the conviction and the reason why the information has been disclosed. Information relating to offences must be kept securely in lockable filing cabinets, and access to keys restricted to individuals responsible for recruitment/Senior Executive Lead/Headteacher and the HR Director.

Where a candidate who has a criminal conviction that is not protected is short listed for interview, they will be asked to complete a self-declaration of their criminal record or information that would make them unsuitable to work with children as follows:

- If they have a criminal history;
- Whether they are included on the barred list;
- Whether they are prohibited from teaching;
- Whether they are prohibited from taking part in the management of an independent school;
- Information about any criminal offences committed in any country in line with the law as applicable in England and Wales, not the law in their country of origin or where they were convicted;
- If they are known to the police and children's social care;
- Have they been disqualified from providing childcare;
- Any relevant overseas information.

Applicants will be asked to sign a declaration confirming the information they have provided is true. The information supplied will be discussed and considered at interview.

10. Criminal convictions received whilst in the current employment of The Schelwood Trust

Employees must disclose any criminal offence they have been convicted of and any criminal charges they may face should they arise during their employment with the Trust. Where at any time an employee is convicted of an offence and fails to disclose this to the Trust, the disciplinary procedures will apply.

Where an employee is convicted of an offence the employee's continued employment will be considered in relation to the type of offence and the nature of the employee's job. Where the offence does not have any affect upon the type of work carried out by the employee, his or her employment may be able to continue.

Where a custodial sentence is imposed, it may be necessary to consider terminating the employee's employment through the application of the Trust's disciplinary procedures.

In all circumstances outlined in this section, the advice of the HR Director must be obtained.

11. Pre recruitment planning

A thorough review of the role should take place to establish whether any changes need to be made. The post should be evaluated against the total staffing structure, Trust school budget, and any changes or developments that may have occurred during the lifetime of the role.

The type of contract will be reviewed i.e. whether it will continue to be a permanent contract or whether the role and circumstances have changed to the extent that a temporary or fixed term contract may be more appropriate. Contracts should be permanent unless there is a good reason for them not to be. In such situations advice should be obtained from the HR Director. Support staff roles should be re-evaluated against the job evaluation criteria in light of the level of responsibility/complexity of the role.

Consideration should be made in respect of any likely internal candidates who may be suited to the role.

An assessment will be made of any adjustments which may be required under The Equalities Act 2010.

Once the role has been evaluated, the Senior Executive Lead/Headteacher will approve funding the recruitment process including advertising costs, and whether any agency costs may be incurred on either a temporary or permanent basis.

Salaries will be determined by the Senior Executive Lead/Headteacher in accordance with the pay policy.

Appropriate involvement of students in the recruitment and selection and/or observing shortlisted candidates' interaction with students is recognised as good practice. Candidates for teaching posts may be asked to teach a lesson; shortlisted candidates may be shown round the Trust school by students but not left alone with candidates.

The Senior Executive Lead/Headteacher is responsible for the recruitment of all staff. Advice will be sought from the HR Director as necessary. Where there has been high turnover in the post or a new role is created within the Trust school, or the post is that of a senior manager, consideration should be given to extending the panel to include governors and/or the HR Director.

To ensure consistency, the panel should remain the same throughout the entire recruitment process.

A recruitment timeline should be agreed. Sufficient time should be allowed for each stage of the process which can take a minimum of one month from the date the advert is published to making a job offer. The timescale must include time to receive references and conduction of online searches for shortlisted candidates prior to interview, and allow for the notice period of the successful candidate which can range from no notice to six months.

12. Job Description

The job description is an essential tool that must be accurate and used to inform the entire process. Reviewing the job description will determine the knowledge, skills, experience and requisite abilities that must be outlined in the person specification.

It is advisable to gain input from the person currently doing the job as well as the line manager.

The job description must reflect the Trust school's standard format which will make reference to safeguarding of children, suitability to work with children, maintain appropriate boundaries between adults and children/young people, confidentiality, and data protection obligations.

13. Person specification

The person specification is an essential tool, which must be accurate and used to inform the entire process. The person specification is used to describe the ideal person for the job, and will allow both the candidate and the Trust school to identify whether she/he has the knowledge, skills and experience (KSE) to perform the role effectively. Its purpose is to set out clearly the minimum requirements that a candidate must possess before being considered for a vacancy, hence its importance when reflecting these requirements in the job advert. The person specification must be robust in order for effective shortlisting to happen.

When defining the KSE required, they must be specific, measurable, achievable, and realistic and time bound. Often loose expressions such as '*flexible*' or '*effective leader*' are used with the expectation that everyone will know exactly what this means.

Those interviewing and assessing candidates must be able to properly assess and measure the candidates against the person specification throughout the recruitment and selection process. For example, if the person specification states that the candidate '*must be competent in meeting tight deadlines*' specific questions must be asked at interview to measure how the candidate will meet his or her deadlines in challenging circumstances. Alternatively, this can be tested via an in-tray exercise.

Those involved in the recruitment process should agree which criterion on the person specification will be used for shortlisting and which will be tested at interview or via a testing process.

Great care must be taken to ensure that the person specification requirements do not discriminate either directly or indirectly. It must make the distinction between the requirements being essential or desirable.

All person specifications must stipulate that the person employed must be suitable to work with

children, maintain appropriate boundaries between adults and children/young people and receive satisfactory DBS clearance.

14. Advertising

Posts should be advertised internally within the Trust school (those employees on maternity and long-term absences should be made aware of all suitable vacancies) and externally where appropriate. All Senior Executive Lead/Headteacher and Deputy Headteacher posts should be advertised as the Trust Board/Local Governing Board sees as appropriate.

Occasionally a post may not be advertised, either because a similar post has recently been advertised and an appointment can be made from the previous interviews, or because a fixed-term appointment needs to be made as soon as possible to ensure continuity within a post, such as covering a period of long-term sickness absence.

When deciding upon the most appropriate external recruitment medium, considerations should be focussed upon using the most effective recruitment tool according to the vacancy or post to reach the right target audience so as to attract the best field of candidates the first time. External advertising must be cost effective without sacrificing the quality of the advert. Adverts must accurately reflect the key elements of the job description and person specification.

The advert is the first opportunity for the School to engage with its potential employees. Successful adverts will reflect the mnemonic AIDA: **A**ttention, **I**nterest, **D**esire, **A**ction

To be effective, an advert must capture the *attention* of the target audience; hold the reader's *interest* so the whole advert is read. It should arouse the reader's *desire* to apply for the position offered, and stimulate *action* in the form of applications from the target audience.

An effective advert will summarise the key details contained in the job description and person specification, reflect the image and culture of the Trust School, begin to discourage unsuitable candidates and include the following:

- job title/location/salary;
- brief description of the job and the Trust school;
- brief description of the ideal person, and highlighting the minimum essential requirements;
- any unique features (e.g. hours of work, need for mobility);
- benefits and facilities offered;
- application procedure, contact details, closing date, and where possible, interview date;
- equal opportunities statement, commitment to safeguarding children statement, requirement for satisfactory DBS, and other appropriate checks;
- a statement that confirms the Trust school's policy to obtain references prior to interview.

Sufficient information must be provided about the job to target the right people and the person required to ensure that only suitable candidates apply.

Adverts will be non-discriminatory and will not exclude particular minority groups from applying. Age related criteria must not be used in advertisements or person specifications. To avoid indirect age discrimination, adverts will not state the number of years' experience a candidate should have. Where

there are genuine occupational requirements (GOR), it is lawful to directly discriminate on grounds of age, disability, race, religion/belief, sex or sexual orientation. Advice must be sought from the HR Director before advertising the job where it is believed that there is a GOR. GOR's are always open to challenge. The burden of proof lies with the Trust school which must produce evidence to justify the GOR.

Adverts will confirm that as part of due diligence checks the school will carry out online searches for all short listed candidates.

It is helpful to consider holiday periods including religious holidays when deciding the date upon which the advert will ideally appear so as to have the best chance of reaching the target audience.

15. Information available to candidates

Relevant information should be available to candidates from the dates on which the advert appears.

The following information should be available to candidates:

- application form and advisory notes for completion of the form;
- covering letter providing key details of the recruitment process;
- safeguarding and child protection policy and equality policy;
- job description and person specification;
- further information which may include the Trust school's Development /Improvement Plan, recent Ofsted report etc;

16. Applications

All applications for jobs must be made on the Trust's application form. CV's will not be accepted.

Where a CV is received, the candidate must be requested to complete an application form, and only upon receipt of a properly completed application form will the candidate be considered for the vacancy.

Incomplete applications may be rejected.

All applications must be checked to establish whether any candidate has made any declarations that include any criminal convictions, or sanctions imposed by a regulatory body. In such cases, this must be referred to the HR Director.

All applications will be logged, and all declared disabilities recorded.

Any candidates with a disability will not be excluded unless it is clear that the candidate does not meet the minimum criteria outlined in the employee specification. Reasonable adjustments to the recruitment process will be made to ensure that no candidate is disadvantaged because of his/her disability.

17. References

The purpose of references is to obtain objective and factual information to support appointment decisions.

It is Trust policy to obtain two written references prior to the interviews in respect of all shortlisted candidates (including internal candidates), and directly from the referees. References or testimonials provided directly by the candidate will be disregarded.

One reference will be requested from the candidate's current or last employer and will have been completed by a senior person in that organisation with the appropriate authority to complete it except in mitigating circumstances. For example, where the shortlisted candidate has had an extended career break and the last employer has ceased trading.

Where a candidate's work does not currently involve working with children, but she/he has worked with children in the past, an additional reference must be obtained from the employer where she/he most recently worked with children.

The standard reference form should be amended to reflect the key requisites in the job description and person specification. This will help the school to obtain the previous employer's view of the candidates' ability to perform the specific role being offered and suitability to work with children

All requests for references should seek objective verifiable information and not subjective opinion. The Trust school's model reference letter and reference form should be used. A copy of the job description and person specification for the post for which the person is applying should be included with all requests, and every request must ask:

- about the referee's relationship with the candidate, e.g. did they have a working relationship: if so what;
- how long has the referee known the candidate, and in what capacity;
- whether the referee is satisfied that the person has the ability and is suitable to undertake the job in question;
- request specific comments about the candidate's suitability for the post, and how she/he has demonstrated that she/he meets the person specification;
- whether the referee is completely satisfied that the candidate is suitable to work with children, and, if not, for specific details of the referee's concerns and the reasons why the referee believes the person might be unsuitable.

In addition to the above, requests addressed to a candidate's current employer, or a previous, employer in work with children, must also seek:

- confirmation of details of the candidate's current post;
- specific verifiable comments about the candidate's performance history and conduct;
- details of any disciplinary procedures the candidate has been subject to in which the disciplinary sanction is current;
- details of any disciplinary procedures the candidate has been subject to involving issues related to the safety and welfare of children or young people, including any in which the disciplinary sanction has expired, and the outcome of those; and,
- details of any substantiated allegations or concerns that have been raised about the candidate that relate to the safety and welfare of children or young people or behaviour towards children or

young people, and the outcome of those concerns e.g. how the allegations or concern was investigated, the conclusion reached, any action taken and how the matter was resolved.

The Trust school will not disclose details of allegations that have been made which are malicious, unfounded, false, or unsubstantiated on a reference.

References received should be thoroughly scrutinised prior to interview. When reading references, particular attention must be paid to what has been written. Any concerns must be explored with the referee and if necessary, explored with the candidate at interview. Where concerns remain, advice must be sought from the HR Director.

References must be compared against the information provided on the application form to ensure the information is consistent. Particular attention should be made to checking dates, absences, gaps in employment etc. Where there are discrepancies, these must be explored and properly accounted for. Where discrepancies remain unresolved, advice must be obtained from the HR Director.

References that are headed 'To whom this may concern' might be the result of a settlement agreement and are unlikely to include any adverse comments. These should be referred to the HR Director for advice. Similarly, where a candidate is applying for a position and has previously worked in a school and has not named the Headteacher as his/her referee, this must be explored.

Where a reference is received after an offer of employment has been made which does not support the candidate's appointment, advice must be obtained from the HR Director before any decision is made to withdraw an offer of employment.

When providing a reference for a current or ex-member employee, in accordance with the Equality Act 2010, the Trust school may not provide the prospective employer with details of the employee's sickness absence records unless the prospective employer has made a job offer to the employee. To do otherwise is a potential breach of The Equalities Act.

18. Shortlisting

The elected panel will have the necessary authority to make decisions about appointment, except where the appointment is that of the post of the Senior Executive Lead/Headteacher or Deputy Headteacher.

The panel should adopt an objective and consistent approach towards shortlisting in order to establish whether, on paper, the candidate has the type of work-related background that is suitable for the job, thus minimising the risk of unlawful discrimination.

Panel members should meet to shortlist and use the standard shortlisting form. Each point should be considered separately and rated on a simple scale. The panel members should assess whether evidence has been provided on the application form or not, or whether the evidence is uncertain from the application form. The panel should decide individually and then as a group, reach a consensus on the evidence provided by each candidate in order to determine which candidates, (if any) should be invited to interview. There should be a very good reason for shortlisting any candidates who do not meet the essential requirements.

Candidates who fail to meet any of the selection criteria should not be shortlisted. Clear records of the reasons for the rejection of job candidates at the shortlisting stage must be retained for a minimum of three months and destroyed via confidential waste thereafter. Care must be taken when writing comments about candidates as they have the right to request to see all documentation relating to their application. These can lead to complaints to an Employment Tribunal.

Where a panel member knows a candidate personally, this must be disclosed, and if necessary, the selection panel may be changed to avoid any conflict of interest or bias. When shortlisting, no personal information should be considered such as the candidate's name, sex, marital or civil partnership status, sexual orientation, nationality, religion or age.

The candidates' relevant qualifications, training, work experience, level of knowledge and skills must be assessed against the person specification to determine whether they should be shortlisted. Shortlisting need not be against all the criteria outlined on the person specification since some are better tested at interview or during specific tests such as the use of Excel spreadsheets for example. The panel must avoid making generalised assumptions about candidates and their suitability for a particular type of work.

The panel must take care not to draw adverse inferences from the presentation of an application form if the ability to produce fluent written communication does not form part of the job.

Any disabled candidates will be shortlisted for interview unless there are factors that make it certain that the person is unsuitable for the job.

Candidates will be invited to interview by using either the Trust school's standard letter or via email communication to the email address highlighted by the candidate. Candidates will understand that their identity and credentials will be checked, a DBS disclosure will be necessary, and they must bring to interview evidence of their eligibility to work in the UK. Candidates should also be asked to bring original or certified copies of their relevant educational and/or professional documents to interview. In all circumstances prior to appointment, the Trust school must be satisfied that it has properly ascertained that the candidate has the right to work in the UK, has provided proper evidence of qualifications relied upon in relation to the post for which they have applied, and identity checks have been completed. Where the candidates cannot bring originals or copies, written confirmation of his/her relevant qualifications must be obtained from the awarding body. Candidates will be forewarned of any tests they will be expected to complete, and advised to bring glasses with them if necessary.

Where appropriate, the panel will decide what selection testing is necessary. Any testing must be relevant proportionate to the role, and fair in all the circumstances.

The panel should agree who will draft the interview questions, and set a deadline for their completion and circulation to the Panel. Time will be set aside to determine what the panel considers to be 'ideal responses' by listing the key points they would want the candidate to include in their answer. Panel members should have a shared understanding of the KSE of the 'ideal candidate' to provide a benchmark against which to compare candidates at interview.

An interview schedule should be drafted which will provide clear timescales and indicate who is responsible for what. Consideration should also be given to the format and location of the interviews/tests, refreshments and who will be responsible for escorting candidates between rooms and conducting a tour of the school. Name badges should be provided for all candidates and returned to the Trust school at the end of the interview process.

19. Interviews

The purpose of interview is to assess the merits of each candidate and the job requirements and explore their suitability to work with children.

The interview room should be light and airy, laid out informally so as to put the candidate at ease. Water should be provided.

Panel members who conduct recruitment interviews must be suitably trained in interview techniques, including interview questions, safeguarding children, and the avoidance of discrimination. At least one member of the panel must have successfully completed accredited Safer Recruitment training. Panel members will have agreed prior to interview who will explore any relevant issues with each candidate, and who will ask relevant questions.

Interviews should be clearly structured and a two-way process of communication. The person leading the interview should introduce himself/herself and the panel members, and outline how the interview will be conducted including:

- how long the interview will last;
- where appropriate, that the panel will explore any gaps in employment or discrepancies;
- that the candidate will be asked to declare anything in light of the requirement for a DBS check;
- that the panel will ask for evidence of identification, and sight of original qualification certificates;
- that individual panel members will ask a number of questions relating to the job description and person specification, which will include questions relating to safeguarding and promoting the welfare of children;
- that notes of the interview will be taken to record the candidate's answers;
- when the panel will make and convey its decision to the candidates;
- confirmation of where and how the candidate can be contacted, and;
- that the candidate will be offered the opportunity to ask questions at the end of the interview.

It is essential that panel members take concise notes of the candidate's answers to questions by noting key words or phrases that reflect their answers. Subjective notes may leave the Trust school vulnerable to a legal challenge. Notes should relate to the person specification and are needed to determine scores and to refer to if there is discussion over an individual's answer to a question. Notes can also be used for giving feedback and can be important if any candidate makes a legal challenge. Notes of every recruitment interview should be made and retained by the interviewer for a maximum of three months and will be destroyed via confidential waste thereafter.

Panel members will focus during interviewing on the requirements of the job and the extent to which the candidate's background matches these, together with the candidate's attitude towards young people and children rather than on personal opinions and impressions of the candidate.

Questions asked at interview must obtain relevant information, check facts, test achievement and assess aptitude and potential. Interview questions must seek information about the candidate's ability to perform the job, and not about his or her personal life or family arrangements. Open questions should be asked which invite a longer clearer response. Avoid closed questions. Past performance is the best predictor of future performance, and interviewers should focus upon what candidates have actually done rather than what they may offer as theory. Attention must be paid to spot those who talk around the answer rather than directly answering the question, and in such situations, the candidate should be encouraged to provide a clear direct answer.

Specific questions must be asked to test the candidates in relation to safeguarding and promoting the welfare of children. The panel must be satisfied of the candidates' motivation to work with children and young people, their ability to form and maintain appropriate relationships and professional boundaries between themselves and children/young people. The panel will also consider the candidate's emotional resilience in working with children/young people who demonstrate challenging behaviours and resist those in authority and who maintain discipline.

Candidates must not be asked questions about marital status or marriage plans, childcare arrangements, domestic arrangements or their partner's occupation, as such questions can be viewed as discriminatory. Panel members should not be afraid to ask direct and probing questions, but must ensure that they cannot be interpreted as unlawful discrimination or unnecessarily intrusive. Where a candidate requires a number of probing questions in order to extract the answer, this should be recorded in the notes as this may be seen as a weakness by the panel and affect their scoring. A disabled candidate should be asked directly what, if any, adjustments s/he requires for the interview. The Trust school will vary the arrangements for the interview if this is directly related to the candidate's disability. Panel members should not be afraid to ask questions at the interview about a disabled candidate's abilities in order to establish whether the candidate is capable of performing the job, and whether any adjustments to working practices or premises would be necessary to support him or her, if recruited. However, it may be advisable to seek advice from the HR Director relating to the Equality Act in respect of questions that can be asked of candidates.

Psychometric testing may be used for senior leadership posts only and will require approval from the Senior Executive Lead/Headteacher. Where psychometric testing is used as part of the recruitment process, any test used must have been validated in relation to the job, be free of bias, and be administered and validated by a suitably trained person. Selection tests should be specifically related to job requirements and should measure the person's actual or inherent ability to do work or train for work.

20. Selection

At the conclusion of all interviews, the panel should compare the candidates to the person specification and evaluate test results to identify which candidate (s) is the closest fit. The person who most closely matches the 'ideal person' described in the person specification should be offered the position.

The panel should be aware of those candidates who are overqualified or underqualified for the role, since neither of those candidates would most likely be suitable for the position on offer. The aim is

match the right person to the job.

Where two or more candidates are equal in matching the criteria for the role, the panel should review their assessment and comparisons. It is not appropriate to rely upon the reference to determine the outcome since the decision to appoint would then rest on the ability of the referee to write a fair and factual reference. Unsuccessful candidates could also challenge the decision. Where it is not possible to draw a distinction between the candidates, they should be called back for a further exercise or short interview to determine who should be offered the role.

Where there is a clear second choice candidate, she/he can be designated as the reserve candidate and can be appointed if the successful candidate decides to reject the offer of appointment. It is advisable to make it clear to the second-choice candidate that selection was very difficult given the quality of both candidates so that if she/he is subsequently offered the role, she/he will be more likely to accept without feeling inferior.

The panel must record the reasons for rejection. This is also important in respect of providing feedback and the candidates' right to access information.

Unsuccessful candidates should be notified of the panel's decision as soon as possible and thanked for their application, time and interest in the Trust school. Verbal feedback may be offered; the panel should agree the detail of which before the feedback takes place. Care should be taken not to make any discriminatory remarks. Any feedback should only relate to the person specification and job description, remaining tactful to ensure feelings are not hurt. The feedback should aim to help the candidate in future interviews, not to damage confidence.

Records of the recruitment and selection process should be retained for a maximum of one year.

21. Offering posts

Once the successful candidate has been determined, the Chair of the panel/Senior Executive Lead/Headteacher/HR Director should telephone him/her as soon as possible. They should firstly check that the candidate is still interested in the role. The offer of employment must be **conditional**, i.e. made subject to pre-employment checks that will include and be conditional upon:

- two satisfactory references, (see section on references);
- satisfactory DBS clearance;
- barred list check;
- section 128 direction check (if applicable to a role in the management of the Trust school);
- verification of the candidate's:
 - identity, qualifications, professional status and registration with relevant bodies where applicable, QTS status unless properly exempted, entitlement to live and work in the UK;
 - overseas checks;
- satisfactory online searches;
- satisfactory mental and physical fitness to perform the role offered (*the Trust school may approach the previous employer to obtain relevant information regarding sickness absence only once a job offer has been made*);
- satisfactory completion of statutory Induction period (Early Career Framework Teachers only);

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- satisfactory completion of the probationary period (may exclude teachers in some schools);
 - written evidence of satisfactory completion of relevant assessments, (Early Career Framework Teachers only). *This must be checked prior to the candidate's commencement;*
 - a requirement to satisfactorily complete the probationary period.

The conditional contract of employment (written terms and conditions of employment) must be sent to the successful candidate, normally within five school working days of the offer of appointment. Where the contract deviates from the standard document, the contract must be passed to the HR Director for review and advice.

The appropriate policies and employment documents must be sent with the contract as outlined in the letter of offer and should include the Staff Conduct, Disciplinary, Grievance, Attendance at Work, Equality, Safeguarding and Child Protection, Health and Safety Policies, IT Acceptable Usage Policy and the DfE Guidance for Keeping Children Safe in Education.

The person responsible for the administration of the new employee must complete and follow the induction and recruitment checklists.

Individuals with criminal convictions must provide documentary evidence of convictions.

Individuals disqualified from working with children will be prohibited from employment with the Trust.

Offers will be withdrawn or employment terminated if any discrepancy or dishonesty is discovered, for example, a candidate has failed to inform the Trust school of any sanctions imposed by a regulatory body.

The HR Director in discussion with the Senior Executive Lead/Headteacher, will follow relevant DBS guidance if a disclosure reveals relevant information that a candidate has not disclosed in the course of the selection process that he or she had a duty to disclose. If the disclosure conviction information supplied is different from the information supplied by the candidate on their original job application, the candidate must be asked to explain this. It can be the case that a candidate may have forgotten or incorrectly remembered information on convictions they have because they occurred a long time ago or the candidate was young when the offences occurred. If a judgement is reached that the candidate deliberately falsified the information supplied on the job application this can be taken into account when considering whether the job offer will be withdrawn. It is normal policy that any deliberate falsification of an application, in any respect, will debar a candidate from appointment.

All pre-employment checks must be:

- confirmed in writing;
- documented and retained on the personnel file (subject to certain restrictions on the retention of information imposed by DBS regulations);
- recorded on the Trust school's SCR; and,
- followed up where they are unsatisfactory or there are discrepancies in the information provided.

Where the DBS Disclosure shows she/he has been disqualified from working with children by a Court, or, a candidate has provided false information in, or in support of, his/her application; or there are serious concerns about a candidate's suitability to work with children, the HR Director should be

contacted for advice. Where appropriate the Senior Executive Lead/Headteacher should report the facts to the police and/or the DBS.

22. Agency and third-party staff

Temporary and supply staff will be recruited to maintain consistent provision of education and to support the principles of Workforce Reform or 'Rarely Cover' where appropriate.

The Trust school must observe the Agency Workers Regulations 2011 that give agency workers the entitlement to the same or no less favourable treatment as comparable employees with respect to basic employment and working conditions, if and when they complete a qualifying period of twelve weeks in a particular job. The HR Director should be contacted for further advice where appropriate.

Agencies will be used in most cases to either cover absences known in advance, or absences of three days or more where the work cannot be covered from within the department or the school.

Prior to making any arrangements, authorisation to do so must be sought from the Trust school Headteacher together with authorisation for any agency rates which will apply. The Trust school will only use suitable reputable supply agencies.

The terms of business must stipulate whether the agency or the Trust school will employ the temporary worker. To be certain that the agency is responsible for the employment of the worker, the Trust school must ensure that:

- all aspects relating to the temporary worker's poor work performance or misconduct will be passed to the agency for appropriate action;
- all disciplinary and grievance issues will be dealt with by the agency not the Trust school;
- the agency is responsible for paying the worker and agreeing any pay increases;
- the Trust school can request an alternative worker from the agency at any time and cannot insist on the supply of a particular worker (although, where possible, agency staff that are known to the Trust school will be engaged to promote continuity and maintain good working relationships); and
- the worker has to make any annual leave arrangements and report sickness through the agency.

In the first instance, subject specific staff will be sought, particularly where long-term cover is necessary.

Where absence is known in advance, supply teachers will be booked and the absent teacher will set work.

For unplanned absences, cover staff will be assigned wherever possible to ensure that established staff cover rarely, except where otherwise agreed.

Thorough checks will be made on anybody who will be working in the Trust school, both to prevent unsuitable people from gaining access to children and to maintain the integrity of the teaching profession. Prior to the date of the worker's commencement date, the Trust school must be satisfied that the agency has carried out the necessary pre-employment checks and will obtain written notification from any agency or third-party organisation that they have carried out the same checks as

the school would otherwise perform on any individual who will be working at the school or college. In respect of the enhanced DBS check, the school will ensure that written notification confirms the certificate has been obtained; its enhancement number and date issued. The agency has a responsibility to obtain confirmation of the identity of the temporary worker, and that she/he has the relevant experience, qualifications and training, the Trust school considers necessary to carry out the role.

In addition to any reference provided by an agency, the Trust school should obtain at least one reference that ideally should be from the candidate's manager at his/her last known employer.

Where a teacher is directly employed following a period of agency working it is essential that the Trust school carries out all of the checks normally conducted in respect of a new employee.

Supply staff directly employed by the Trust school will be subject to the same pre-employment checks that are completed in respect of all other employed staff. The Trust school must obtain a copy of the original DBS Disclosure from the individual in all cases.

Where the individual has not received satisfactory DBS disclosure at the time of their commencement date, the individual must:

- ensure the school receives the disclosure within 48 hours of receipt of the Disclosure, and
- be accompanied at all times by an employee who has satisfactory DBS clearance.

Where an individual is provided by an agency the Trust school must verify the identity of the individual to ensure the person who arrives is the person who has been referred by the Agency. Proof of identity will include photographic evidence and the correct birth certificate, driving licence or passport combined with evidence of the person's address.

Agency staff will be welcomed by a member of the Cover team where a further check of DBS and identity will be made and they will then be escorted to meet the person responsible for their line management. Where applicable, the person will receive his/her timetable and be introduced to their team, and on briefing mornings, to all staff wherever possible.

The line manager is responsible for ensuring that the supply worker is appropriately supported throughout their engagement with the Trust school.

The performance of all temporary workers' performance will be monitored and evaluated. If the performance is satisfactory, where appropriate, the worker will be re-engaged. In respect of supply teachers or cover workers, monitoring will include the application of the curriculum, and the continuity and quality of the work set.

Prior to changing the status of the temporary worker's employment, a thorough investigation of the worker's performance will take place which will include obtaining the advice of teachers who have worked alongside the worker.

Calculations for pay for teachers who are appointed on a day to day or other short-term basis will be made in accordance with the Trust's Pay Policy. The full working year consists of 195 days including INSET days, and will be prorated where a teacher works for less than one day.

Managers must be aware that some employment rights apply to temporary workers regardless of their employment status. These include rights to paid annual leave, rest breaks, protection against less favourable treatment in respect of working on a part time basis, discrimination or suffering detriment in relation to their statutory rights.

23. Recruitment agencies – permanent staff

Recruitment agencies may be used to recruit permanent staff where the Trust school has been unsuccessful in appointing a suitable candidate, or where ‘hard to fill’ posts exist. When selecting an agency, the manager should check the suitability and quality of the agency, and consider whether a specialist agency is appropriate given the nature of the vacancy on offer.

The Trust school must first establish whether the services provided are provided by an ‘employment agency’ (which introduces workers to hiring employers for direct employment by the latter, i.e., acts as a headhunter), or an ‘employment business,’ (the agency engages or employs workers itself and supplies them on a temporary basis to the hiring employer). Advice may be obtained from the HR Director in respect of the employment relationship between the temporary worker, the agency and the Trust School.

Prior to agreeing to use the services of an agency, the Trust school must first establish *in writing* the terms and conditions that will apply. (These are known as terms of business). This will include that outlined above and any fees which will become payable by the Trust school, how they will be calculated, and the terms relating to any refunds or rebates. If no refunds or rebates are payable the Trust school must obtain a written statement to that effect in advance of using the agency’s services. The Finance Department must establish and understand:

- the fee payable for the engagement (including VAT);
- the notice provisions from either party for termination of the terms of business;
- where applicable, the transfer fee on temporary to permanent employment, or any extended ‘hire’ period on temporary to permanent employment, and;
- the terms of repayment of any fees if the permanent employment is terminated.

Where both the Trust school and the agency agree a change to the terms of business, the Trust school must obtain a written statement of the newly agreed terms, which states the date on which the agreement has been made and becomes effective.

Secondary Association of Slough Headteachers (SASH) have agreed that Slough schools will no longer pay more than a maximum of 15% commission at the outset, with no more than 10% after one term and 5% after two terms at a daily rate.

Where a worker is employed on a temporary basis and subsequently transfers to a permanent contract of employment with the Trust school, the date upon which continuous employment begins will be the first day of permanent employment with the Trust school.

24. Voluntary workers

Children regard volunteers as safe and trustworthy adults. When the school is actively seeking governors and other volunteers and is considering candidates about whom it has little or no recent knowledge, it should adopt the same recruitment measures as it would for paid staff. A person wishing to become a volunteer must complete an application form in full.

Where the school approaches a parent who is well known to the school to take on a particular role, a streamlined procedure can be adopted, however the school must still satisfy itself that the volunteer is suitable to work with children by undertaking the guidance in this policy to include complying with the requirement to obtain satisfactory references, DBS checks and all necessary pre-employment checks etc.

In other circumstances, e.g. where a volunteer's role will be 'one - off' e.g. accompanying teachers and students on a day outing, helping at a concert or school fete, those kinds of measures would be unnecessary provided that the person is never left alone and unsupervised in charge of children. Volunteers recruited by another organisation and work in a school, e.g. sports coaches from a local club, the school should obtain written assurance from that organisation that the person has been properly vetted and appointed via the safer recruitment practices.

A volunteer is a person who gives freely of his/her time, skills and experience. She/he is not an employee and will not have a contract of employment with the school or receive any pay. However, the volunteer is free to refuse to fulfill the role and the school is not bound to provide the work. It is also expected that both the Trust school and the volunteer will give as much notice as possible if unable to meet these expectations.

Any relevant training that is required before the volunteering work is undertaken will be provided including health and safety. Volunteers will not be used as substitutes for employees.

The volunteer will be invited to enter into a volunteering agreement with the school. This agreement will be confirmed in writing and will identify:

- the volunteer's role and responsibilities;
- the training that the volunteer is expected to undertake;
- the policies, procedures, protocols and rules the volunteer is expected to understand and agree to comply with;
- any expenses that may be paid to the volunteer;
- the insurance cover that will be provided for the volunteer;
- who will supervise the volunteer; and
- the notice that will be given to a volunteer if his/her role is to come to an end.

The Trust school has a responsibility for the health and safety of volunteers. Volunteers should at all times follow the Trust school's health and safety, child protection and safeguarding policies and procedures. Volunteers have a duty to take care of themselves and others who might be affected by their actions. Volunteers should not act outside their authorised area or work. Volunteers should report all accidents to their supervisor.

Volunteers are expected to comply with all the Trust school's policies while they are on its premises or undertaking any of their volunteering duties. Their induction will include an explanation of these policies and procedures and will include child protection and safeguarding training.

The Trust school will ensure that volunteers are covered for insurance purposes in respect of personal injury. The Trust school will also ensure that adequate insurance cover is in place which covers professional and public liability insurance in respect of volunteers. The insurance will not cover unauthorised actions or actions outside the volunteering agreement.

25. Induction

There should be an induction programme for all staff, trustees, governors and other volunteers newly appointed to the Trust school including teaching staff, regardless of previous experience. The purpose of induction is to:

- provide adequate training and information about the Trust school's policies and procedures including health and safety, allegations against staff, child protection and safeguarding and specific training where necessary for the role;
- a clear understanding of the individuals' probationary period;
- clarify and support individuals with the requirements and responsibilities of his/her new job role;
- confirm the conduct expected of staff within the Trust school;
- provide opportunities for a new member of staff or volunteer to discuss any issues or concerns about their role or responsibilities; and,
- enable the person's line manager or mentor to recognise any concerns or issues about the person's ability or suitability at the outset and address them immediately.

The content and nature of the induction process will vary according to the role and previous experience of the new employee, trustee, governor or other volunteer. In relation to safeguarding and promoting the welfare of children and young people, the induction programme should include information about, and written statements of:

- policies and procedures in relation to safeguarding and promoting welfare e.g. child protection, allegations against staff, anti-bullying, anti-racism, physical intervention/restraint, intimate care, internet safety, to include Facebook and social media sites, appropriate use of mobile telephones and any local child protection/safeguarding procedures;
- safe practice and the standards of conduct and behaviour expected of staff and students in the establishment;
- how and with whom any concerns about those issues should be raised; and,
- other relevant procedures including; disciplinary, capability, attendance at work, staff conduct, discipline and grievance, professional practice guidance and probationary periods.

The induction programme will include training on safeguarding and child protection, online safety and IT Acceptable Usage. In addition, all staff will receive regular safeguarding and child protection updates, as required and at least annually to provide them with the relevant skills and knowledge to safeguard young people effectively.

26. Maintaining a safer culture

The need for continued awareness of safeguarding issues has been reinforced throughout this document. It is important that all staff have appropriate training and induction so that they understand their roles and responsibilities and are confident about carrying them out. Staff, students and parents should feel confident that they can raise issues or concerns about the safety or welfare of children and young people, and that they will be listened to and taken seriously. That can be achieved by maintaining an ethos of safeguarding and promoting the welfare of children and young people and protecting staff which is supported by:

- a clear written statement of the standards of behaviour and the boundaries of appropriate behaviour expected of staff and pupils that is understood and endorsed by all;
- appropriate induction and training;
- regular briefing and discussion of relevant issues; and,
- including relevant material from the framework for Personal Social and Health Education in the curriculum.

Reviewed by: HR Director, September 2024

Date ratified:

Review date: September 2026

Person responsible: HR Director