



E22
ESTEEM MULTI-ACADEMY TRUST
RECRUITMENT
POLICY

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1. Introduction

1.1. Esteem Multi-Academy Trust recognises that its staff are fundamental to its success. The Trust therefore needs to be able to attract and retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to do this.

1.2. The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, which also meet Safer Recruitment guidelines, Keeping Children Safe in Education and Department for Education guidelines.

1.3. This policy covers all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment. In order for the policy to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it.

1.4. The Headteacher has ultimate responsibility for the recruitment of employees within their School, and is accountable for the effectiveness of this to their governing body and the Trust.

2. Purpose

2.1. The Trust will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job and the school / academy. Any appointments will be made on merit and evaluation of this will be on the basis of their skills, knowledge, experience and potential regardless of personal characteristics, background or Trade Union membership.

2.2. The Trust wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.

2.3 We are committed to creating a diverse and inclusive workplace. We welcome applications from all individuals, regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief, marriage and civil partnership status.

2.4 The Trust will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.

2.5 The Trust will provide appropriate training, development and support to those involved in recruitment and selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy themselves that they are appropriately trained particularly in safer recruitment to fully comply with this policy.

2.6 Recruitment and selection is a key public relations exercise and should enhance the reputation of the Trust. The Trust will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.

2.7 The Trust will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.

2.8 If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.

2.9 The Trust sets out the safer recruitment procedure that must be adhered to in Appendix 1.

3. Recruitment and Selection Procedure

3.1. Vacancy Identification / Preparation

3.1.1. When a new vacancy arises, whether due to a previous post holder leaving or changing needs of the school, the Head Teacher will consider how to meet the needs of the school. The Head Teacher will:

- Consider if the vacancy needs to be replaced – in line with current budget and overall staffing numbers taking into account school workforce planning.
- Consider if there are planned structural changes within the school which impact this vacancy being recruited to.
- Consider whether the Job Title and Job Description are relevant and consistent with those across Esteem MAT.
- Consider how the Terms and Conditions of the post will meet the needs of the school – e.g. Full- time, part-time, term-time only etc.
- Consider whether the post will be Permanent or Fixed Term – reasoning should be outlined for Fixed Term posts.
- Consider whether the Vacancy will be advertised Internally or Externally.
- Review the Salary and ensure it is consistent with other similar posts across the Trust.
- If considering zero hours/ Bank contracts, these will only be approved if the role is truly casual/ zero hours and cannot be used where the post holder would be subject to regular hours of work.
- Delegate an appropriate team within the school. For Senior roles, the Head Teacher will be directly involved.
- Provide the School Business Manager with authorisation to process the recruitment through the applicant tracking system.

3.2. Advertisement

3.2.1 Upon receiving verbal authorisation from the Head Teacher, the School Business Manager will:

- Work with the delegated Hiring Manager to prepare the Job Application Pack (Job Advert and Job Description) using the standard formatted templates provided within the My New Term application portal.
- Ensure to review the Job Description, that it is up to date and reflective of the current job role and duties.
- The advert must include the proposed interview date, allowing candidates at least 5 working days' notice. If the standard format is not followed, the advert may be declined which may delay the advert being posted.
- The advert must include the correct Pay scale and other associated T&Cs along with any statutory information. If incorrect or missing the advert may be declined which may delay the advert being posted.

3.2.2 Upon completion of the job advert it will enter moderation by HR, any new roles will be confirmed through the appropriate channels, COPO, CEo & Finance Director for approval sign off. Once approved the job will be posted.

3.2.3 The Head Teacher will determine the most appropriate route for advertisement following guidance

from the HR Team in line with the purpose of Recruitment outlined in Section 2. The Head Teacher may decide the vacancy will be filled by:

- Internal Advertisement (For a minimum of 5 working days).
- External Advertisement - using standard advertising channels provided by the Applicant Tracking System. (For a minimum of 10 working days).
- Enhanced Advertising (with the support of the HR Team) – usually following an unsuccessful initial advertisement.
- Following advice from Recruitment Consultants (from approved organisations)
- The CEO may waive the need to advertise in exceptional circumstances.

3.2.4 All advertisements will outline Esteem MAT’s commitment to Safeguarding and notification that the appointment is subject to an enhanced DBS check, confirmation of ID, evidence of Right to Work in the UK, Satisfactory References and medical clearance, along with including the Trust’s diversity statement.

4. Candidate Selection

4.1. Applications

4.1.1. All Candidates will complete application forms using the Applicant Tracking System (MNT) regardless of how they are recruited. CVs and Personal Statements will not be accepted in line with Safer Recruitment guidelines. All applications received will be anonymised to those shortlisting by the Applicant Tracking System.

4.1.2. Applications must be completed by the deadline outlined in the advertisement. Exceptions to this may be made at the discretion of the Head Teacher / Executive Team.

4.2. Shortlisting

4.2.1. The delegated hiring team within the school will shortlist all applications against the criteria outlined in the Job Description’s Person Specification using the Shortlisting Matrix Template and guidance provided on the HR SharePoint.

4.2.2 Shortlisting should be done using the “blind” version so no preconceptions of a candidate is made and the criteria for selection will be consistently applied and should be completed by at least two delegated managers – one of which must be Safer Recruitment Trained. A copy of the Shortlisting Matrix for every vacancy must be retained for a period of 12 months to ensure there is a record of how a decision was made. The shortlisting team must refer to the Shortlisting Guidance Attached to the matrix.

4.2.3. In the event that no applicants meet the criteria following shortlisting, the post may be readvertised.

4.2.4. Applications for unsuccessful candidates will be retained for 12 months – in line with Applicant Tracking System / Trust retention policy. The unsuccessful candidates will be sent written outcomes that they have not been successfully shortlisted – via the Applicant Tracking System.

4.3. Selection

4.3.1. The SBM or delegated person will invite candidates that have been shortlisted in for a selection event using the Applicant Tracking System– ensuring at least 5 working days’ notice. The candidates will be provided with the following information:

-
- Interview date, time & location
 - Information on all tasks to be carried out
 - Details of interview panel
 - Details of documentation required

4.3.2. The SBM, or delegated person within school, will request references where applicable prior to selection events via the Applicant Tracking System (MNT)– if candidate has confirmed that they can be requested.

4.3.3. The hiring team are responsible for organising an appropriate agenda for the selection event and making use of appropriate selection tasks. Each selection event must, however include a Formal Interview.

4.3.4. The Formal interview panel must agree a standard set of interview questions prior to the interview using the guidance provided with the Standard Interview Questions template. The questions should be consistent for all candidates, assessing their skills, knowledge and experience. No questions will be asked which could discriminate on characteristics protected under the Equality Act (2010); Age, Disability, Marriage & Civil Partnership Status, Pregnancy / Maternity Status, Race, Religion or Belief, Gender, Gender reassignment or Sexual Orientation. The interview panel must refer to the Interview Guidance Attached to interview notes prior to interviews.

4.3.5. The interview will include a safeguarding section which explores any potential issues raised at shortlisting and explores the candidate’s motives for working with children and to assess what they would do in a safeguarding circumstance. At least one member of the interview panel must be Safer Recruitment trained – this should be made clear on the interview notes.

4.3.6. Interview notes will be taken by an interview panel of at least 2 for every candidate and retained for at 12 months. Each candidate’s response to the agreed questions should be scored in line with the Interview Guidance.

4.3.7. The hiring managers may choose to use other selection tasks such as; Teaching Observations, Group Exercises, Technical Exercises, In Tray Tasks, Supervised exercises with students and presentations – this list is not exhaustive. It is strongly recommended all Teaching vacancy events include an observation.

4.3.8. Documentation. Copies of DBS ID, Right to Work Documents and essential qualifications outlined in the person specification will be taken at interview for all candidate. Documentation for unsuccessful candidates will be destroyed.

5. Appointment

5.1. Offer of Employment

5.1.1. The final decision on any appointment will lie with the Head Teacher or CEO.

5.1.2. The highest scoring candidate will be appointed to the vacancy provided they pass the screening and safeguarding sections.

5.1.3. With the authorisation of the Head Teacher, the delegated hiring manager will make the verbal offer of employment to the successful candidate and update all unsuccessful candidates through the applicant Tracking System.

5.1.4 The offer should be made in line with the scale stipulated in the job advert, in most cases this will be at the first point in that scale and only negotiated higher dependant on experience, with further discussion with the Head Teacher and HR.

5.1.5 The School Business Manager will create the formal conditional offer letter via the Habitude workflow for Onboarding. This letter will be sent to the successful candidate along with other new starter paperwork through the workflow process.

5.1.6 Where a conditional offer of employment is required to be withdrawn the school must liaise with the HR team and follow due process, including a phone conversation with the individual and formal written correspondence.

5.1.7 Where offer has been made to a candidate who works within another Esteem Multi-Academy Trust school, this is not a new starter, this is an internal organisational move and should be treated as such, by following the variation to contract process and any personal file's should be moved across to the new location.

5.1.8 If the offer is for a secondment to another school within the Trust, seek additional advice from HR.

5.2. Pre-Employment Checks

5.2.1. Upon the New Starter accepting the offer, the School Business Manager will ensure all pre-employment checks are completed through the Habitude Onboarding workflow, and sign off each check as it is completed:

- Two employment references, one being from the most recent employer. References must be professional and cannot come from friends, family or personal email. If a candidate is struggling to provide acceptable references, seek advice from HR.
- Enhanced DBS Check (including Children's Barred List). If the new starter is on the DBS update service, the original certificate must be verified in person. How to Guide – Completing DBS Checks
- Overseas Police Check – the responsibility of obtaining this check lies with the New Starter. This is applicable where the New Starter has lived in an overseas country for more than 3 months in the last 5 years.
- Right to work check
- Pre-Employment Medical Check and referral to Occupational Health where necessary
- Childcare Disqualification
- Qualification Check – ensuring original copies of certificates for essential qualifications to the role as listed in the person specification are taken. For Teaching roles, this should include QTS, PGCE and Degree Certificates (or equivalent).
- Prohibition from Teaching and S128 Check.
- An online check in line with KCSIE – How to Guide – Completing Online Checks
- A Risk Assessment may be put in place upon the agreement of the Head Teacher and HR if the level of risk is deemed appropriate.

5.2.2. The New Starter must not have unsupervised access to the school site and systems until all of the above are checked off.

5.2.3 All pre-employment checks must be completed and satisfactory prior to a contract of employment being issues and a start date being arranged.

5.2.4 A candidate must never be told that a start date is confirmed or to hand their notice into their current employer, as the offer they will receive is conditional, based on the receipt of the above checks.

5.3. Onboarding

- Once checks are completed and offer is accepted the New Starter information will feed into a New Starter file through the Habitude Onboarding Workflow, which in turn will feed into the HRIS, Payroll & Arbor.
- Once the new starter's profile has been created on SAM, the contract can be produced thought the templates in the system.

6. Induction

6.1 All employees should be thoroughly inducted to the school and their job role, ensuring they understand what is expected of them and that they feel welcome and part of the team.

7. Probation

7.1 All support staff are placed on a probation period for their first 6 months of employment. If necessary, the probation period can be extended up to a maximum of 3 months. For further information please see the Probation Policy.

7.2 All Early Careers Teachers (ECTS) will be supported through the Early Career's Teaching Entitlement, formally the ECT induction through the Early Careers Teachers Framework.

8. Apprenticeships and Continued Professional Development

8.1 Where staff have been offered an Apprenticeship opportunity, the school will endeavour to support this through peer mentoring and sufficient time for study. Staff studying for apprenticeship's are expected to take this opportunity seriously, and any issues with incomplete study will be reviewed in line with conduct.

8.2 All staff including both Teaching and Support colleagues will be provided with Continued Professional Development (CPD) throughout the year and there will be an expectation of attendance.

8.4 Performance Reviews and Appraisal are carried out for all staff as part of a year cycle to support development within their roles, along with alignment to the school or Trust's strategic aims.

9. Reward and Benefits

9.1 Support staff will all be auto-enrolled into a LGPS pension, in line with their local authority area.

9.2 Those on Teacher's terms and conditions will be auto-enrolled into the Teachers' Pension Scheme (TPS).

9.3 All permanent employees will be automatically set up in the Westfield Health Scheme after the first payday, this provides a health cash plan, a rewards and benefits site along with 24/7 EAP support.

9.4 The Trust recognises long service and dedication that employees make to the organisation. It is recommended that when an employee has reached 10 years of continuous service within Esteem Multi-Academy Trust, this is recognised. Line Managers are encouraged to celebrate their employees long service achievement through a gift, card and celebratory lunch.

9.5 If an employee is leaving after long service with Trust, this should also be recognised, ensure that a leaving gift, card and leaving lunch takes place.

Appendix 1: Safer Recruitment and DBS Checks

1. Recruitment and selection process

1.1 The recruitment steps outlined below are the Trust's approach to Safer Recruitment in line with part 3 of Keeping Children Safe in Education.

1.2 The purpose of this process is to make sure we recruit suitable people, we will ensure that those involved in the recruitment and employment of staff to work with children have received appropriate safer recruitment training.

1.3 The Trust have put the following steps in place during our recruitment and selection process to ensure we are committed to safeguarding and promoting the welfare of children.

2. Advertising

2.1 When advertising roles, we will make clear:

- Our school's commitment to safeguarding and promoting the welfare of children.
- That safeguarding checks will be undertaken.
- The safeguarding requirements and responsibilities of the role, such as the extent to which the role will involve contact with children.
- Whether or not the role is exempt from the Rehabilitation of Offenders Act 1974 and the amendments to the Exceptions Order 1975, 2013 and 2020. If the role is exempt, certain spent convictions and cautions are 'protected', so they do not need to be disclosed, and if they are disclosed, we cannot take them into account.

3. Application Forms

3.1 All Esteem Multi-Academy Trust applications will:

- Include a statement saying that it is an offence to apply for the role if an applicant is barred from engaging in regulated activity relevant to children (where the role involves this type of regulated activity).
- Include a copy of, or link to, our child protection and safeguarding policy and our policy on the employment of ex-offenders.

4. Shortlisting

4.1 The Trust's shortlisting process will involve at least 2 people, with at least 1 being safer recruitment trained and will:

- Consider any inconsistencies and look for gaps in employment and reasons given for them.
- Explore all potential concerns

4.2 Once we have shortlisted candidates, the following will be covered in the standardised questions provided in the interview questions template:

Ensure a self-declaration of their criminal record or any information that would make them unsuitable to work with children, so that they have the opportunity to share relevant information and discuss it at interview stage. The information we will ask for includes:

- If they have a criminal history
- Whether they are included on the barred list
- Whether they are prohibited from teaching
- Information about any criminal offences committed in any country in line with the law as applicable in England and Wales
- Any relevant overseas information

4.3 We will also consider carrying out an online search on shortlisted candidates to help identify any incidents or issues that are publicly available online. Shortlisted candidates will be informed that we may carry out these checks as part of our due diligence process. This should be carried out by the shortlisting manager, through an online search, where the name of the candidate, location and job title are entered into the search bar.

5. Seeking References and Checking Employment History

5.1 Through the recruitment portal, the School Business Manager, where reasonable possible, will be able to obtain references before interview. In order for any concerns raised will be explored further with referees and taken up with the candidate at interview.

5.2 When seeking references delegated people working on behalf of the trust will:

- Not accept open references.
- Liaise directly with referees and verify any information contained within references with the referees.
- Ensure any references are from the candidate's current employer and completed by a senior person. Where the referee is school based, we will ask for the reference to be confirmed by the headteacher/principal as accurate in respect to disciplinary investigations.
- Obtain verification of the candidate's most recent relevant period of employment if they are not currently employed.
- Secure a reference from the relevant employer from the last time the candidate worked with children if they are not currently working with children.
- Compare the information on the application form with that in the reference and take up any inconsistencies with the candidate.
- Resolve any concerns before any appointment is confirmed.

6. Interview and Selection

6.1 When interviewing candidates, there should be at least 3 people on the panel and they will:

- Probe any gaps in employment, or where the candidate has changed employment or location frequently, and ask candidates to explain this.
- Explore any potential areas of concern to determine the candidate's suitability to work with children.

- Record all information considered and decisions made, in the interview template document.

7. Pre-appointment Vetting Checks

7.1 The person delegated on behalf of the trust will record all information on the checks carried out in the school's single central record (SCR). Copies of these checks, where appropriate, will be held in individuals' personnel files. We follow requirements and best practice in retaining copies of these checks, as set out below.

7.2 All offers of appointment will be conditional until satisfactory completion of the necessary pre-employment checks. When appointing new staff, we will:

- Verify their identity, through photographic ID. Where no photographic ID is available a risk assessment should be put in place.
- Obtain (via the applicant) an enhanced DBS certificate, including barred list information for those who will be engaging in regulated activity (see definition below). We will obtain the certificate before, or as soon as practicable after, appointment, including when using the DBS update service. We will not keep a copy of the certificate on file and a DBS front sheet will be completed for the employees record. See Appendix 3.
- Obtain a separate barred list check if they will start work in regulated activity before the DBS certificate is available.
- Verify their mental and physical fitness to carry out their work responsibilities.
- Verify their right to work in the UK. We will keep a copy of this verification for the duration of the member of staff's employment and for 2 years afterwards.
- Verify their professional qualifications, as appropriate.
- Ensure they are not subject to a prohibition order if they are employed to be a teacher.
- Carry out further additional checks, as appropriate, on candidates who have lived or worked outside of the UK. These could include, where available:
 - For all staff, including teaching positions: *criminal records checks for overseas applicants*
 - For teaching positions: obtaining a letter from the professional regulating authority in the country where the applicant has worked, confirming that they have not imposed any sanctions or restrictions on that person, and/or are aware of any reason why that person may be unsuitable to teach.
- Check that candidates taking up a management position* are not subject to a prohibition from management (section 128) direction made by the secretary of state
- Management positions are most likely to include, but are not limited to, headteachers, principals and deputy/assistant headteachers.
- For schools where we have pupils under 8, we will ensure that appropriate checks are carried out to ensure that individuals are not disqualified under the 2018 Childcare Disqualification Regulations and Childcare Act 2006. Where we take a decision that an individual falls outside of the scope of these regulations and we do not carry out such checks, we will retain a record of our assessment on the individual's personnel file. This will include our evaluation of any risks and control measures put in place, and any advice sought.

7.3 Regulated activity means a person who will be:

- Responsible, on a regular basis in a school or college, for teaching, training, instructing, caring for or supervising children; or
- Carrying out paid, or unsupervised unpaid, work regularly in a school or college where that work provides an opportunity for contact with children; or
- Engaging in intimate or personal care or overnight activity, even if this happens only once and regardless of whether they are supervised or not

8. Existing Staff

8.1 In certain circumstances we will carry out all the relevant checks on existing staff as if the individual was a new member of staff. These circumstances are when:

- There are concerns about an existing member of staff's suitability to work with children; or
- An individual moves from a post that is not regulated activity to one that is; or
- There has been a break in service of 12 weeks or more

8.2 We will refer to the DBS anyone who has harmed, or poses a risk of harm, to a child or vulnerable adult where:

- We believe the individual has engaged in relevant conduct; or
- We believe the individual has received a caution or conviction for a relevant (automatic barring either with or without the right to make representations) offence, under the Safeguarding Vulnerable Groups Act 2006 (Prescribed Criteria and Miscellaneous Provisions) Regulations 2009; or
- We believe the 'harm test' is satisfied in respect of the individual (i.e. they may harm a child or vulnerable adult or put them at risk of harm); and
- The individual has been removed from working in regulated activity (paid or unpaid) or would have been removed if they had not left.

9. Agency and Third-party Staff

9.1 We will obtain written notification from any agency or third-party organisation that it has carried out the necessary safer recruitment checks that we would otherwise perform. We will also check that the person presenting themselves for work is the same person on whom the checks have been made.

10. Contractors

10.1 We will ensure that any contractor, or any employee of the contractor, who is to work at the school has had the appropriate level of DBS check (this includes contractors who are provided through a PFI or similar contract). This will be:

- An enhanced DBS check with barred list information for contractors engaging in regulated activity.
- An enhanced DBS check, not including barred list information, for all other contractors who are not in regulated activity but whose work provides them with an opportunity for regular contact with children.

10.2 We will obtain the DBS check for self-employed contractors.

10.3 We will not keep copies of such checks, it will be recorded on SCR and a DBS front sheet for the employees record. See Appendix 3.

10.4 Contractors who have not had any checks will not be allowed to work unsupervised or engage in regulated activity under any circumstances.

10.5 We will check the identity of all contractors and their staff on arrival at the school.

10.6 For self-employed contractors, working in our schools with pupils under 8, such as music teachers or sports coaches, we will ensure that appropriate checks are carried out to ensure that individuals are not disqualified under the 2018 Childcare Disqualification Regulations and Childcare Act 2006. Where we decide that an individual falls outside of the scope of these regulations and we do not carry out such checks, we will retain a record of our assessment. This will include our evaluation of any risks and control measures put in place, and any advice sought.

11. Trainee/Student Teachers

11.1 Where applicants for initial teacher training are salaried by the Trust, we will ensure that all necessary checks are carried out.

11.2 Where trainee teachers are fee-funded, we will obtain written confirmation from the training provider that necessary checks have been carried out and that the trainee has been judged by the provider to be suitable to work with children.

11.3 In both cases, for our schools with pupils under 8, this includes checks to ensure that individuals are not disqualified under the 2018 Childcare Disqualification Regulations and Childcare Act 2006.

12. Volunteers

12.1 We will:

- Never leave an unchecked volunteer unsupervised or allow them to work in regulated activity.
- Obtain an enhanced DBS check with barred list information for all volunteers who are new to working in regulated activity.
- Carry out a risk assessment when deciding whether to seek an enhanced DBS check without barred list information for any volunteers not engaging in regulated activity. We will retain a record of this risk assessment.
- In our schools with pupils under 8, ensure that appropriate checks are carried out to ensure that individuals are not disqualified under the 2018 Childcare Disqualification Regulations and Childcare Act 2006. Where we decide that an individual falls outside of the scope of these regulations and we do not carry out such checks, we will retain a record of our assessment. This will include our evaluation of any risks and control measures put in place, and any advice sought

13. Trustees, Governors and Members

13.1 All trustees, local governors and members will have an enhanced DBS check without barred list information.

13.2 They will have an enhanced DBS check with barred list information if working in regulated activity.

13.3 The chair of the board will have their DBS check countersigned by the secretary of state.

13.4 All proprietors, trustees, local governors and members will also have the following checks:

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- A section 128 check (to check prohibition on participation in management under *section 128 of the Education and Skills Act 2008*). If undertaking or have been delegated any management responsibilities.
 - Identity.
 - Right to work in the UK.
 - Other checks deemed necessary if they have lived or worked outside the UK.

14. Staff working in Alternative Provision Settings

14.1 Where we place a pupil with an alternative provision provider, we obtain written confirmation from the provider that they have carried out the appropriate safeguarding checks on individuals working there that we would otherwise perform.

15. Adults who Supervise Pupils on Work Experience

15.1 When organising work experience, we will ensure that policies and procedures are in place to protect children from harm.

15.2 We will also consider whether it is necessary for barred list checks to be carried out on the individuals who supervise a pupil under 16 on work experience. This will depend on the specific circumstances of the work experience, including the nature of the supervision, the frequency of the activity being supervised, and whether the work is regulated activity.

First Name:	Surname:
DBS Number:	Update Service Reference (if applicable):
Any Positive Disclosures? YES / NO	If yes, provide more information and risk assessment needs to be issued:
Viewed in person? YES / NO	Date of check:
Name of person completing the check:	Signature:

Appendix 2 - DBS Front Sheet

Never save copies of DBS on file

This information should be updated to your SCR

Appendix 3 – Vacancy Approval Process

