



Recruitment and Selection Policy and Procedure

Version 3.0

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POLICY STATEMENT

The Education Alliance (the Trust) has a vision based on seeking excellence through inspirational leadership, teamwork, innovation and challenge we work to ensure that all of us achieve our best. Our values are:

- Working together for students
- Generating ideas and sharing outstanding practice
- Promoting independence and interdependence
- Encouraging questioning, feedback and challenge

The Trust has four guiding principles:

- Focus on learners to drive decisions
- Believe in the team
- Keep it simple, do it right
- See it, own it, make it happen

The success of the Trust relies on recruiting and selecting the right people with appropriate skills, knowledge, qualifications, experience, abilities and competencies to meet current and future requirements. The Trust endeavours to recruit and select the right people in a fair, consistent, timely and cost effective manner in line with current legislation and statutory requirements. Safeguarding sits at the heart of the Trust's recruitment and selection processes, ensuring our young learners' safety is central to our recruitment and selection processes, decisions and outcomes.

The final decision for all recruitment and appointments within the Trust sits with the CEO.

1. PURPOSE

The Trust is committed to equality and fair treatment in recruitment and selection and all appointments will be based on merit. The Trust will ensure that recruiting managers follow this procedure, safeguarding those children for whom it has a duty of care. The purpose of the Recruitment and Selection Policy and Procedure is to provide a fair, consistent and transparent framework that adheres to employment legislation and statutory requirements, enabling managers to:

- attract the best possible applicants to vacancies
- ensure that the safeguarding and welfare of young children takes place throughout the process
- follow a fair and consistent process in recruiting and selecting employees
- adhere to all relevant legislation and statutory requirements
- ensure the most cost effective use is made of resources
- give applicants a clear understanding of the post and what is expected of them, measuring candidates against the criteria in a fair, transparent and reasonable way
- minimise the risk of making an unsuitable appointment

The Trust recognises the legal obligations it has as an employer under the Equality Act 2010, the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, the Data Protection Act 1998, and the Human Rights Act 1998. The Trust also understands its statutory obligations and the HR Department will ensure policies, procedures, processes, training and associated documentation is reviewed in line with changing legal and statutory requirements. Shortlisting, assessments and selection processes will always be carried out without regard to the nine protected characteristics:

- Age
- Disability
- Sex
- Gender reassignment
- Pregnancy and maternity
- Race
- Sexual orientation
- Religion or belief
- Marriage and civil partnership

The Trust also recognises its legal obligations in safeguarding vulnerable groups and this procedure adheres to the requirements of the Police Act 1997, the Rehabilitation of Offenders Act 1974, the Protection of Children Act 1999, the Education Act 2002 and statutory guidance (e.g. Keeping Children Safe in Education and Disqualification under the Childcare Act 2006).

Where a manager wishes to use an agency worker they must refer to the preferred supplier list of approved agencies (which the HR Department has assessed against legal and statutory requirements to ensure they recruit, appoint and manage safely, appropriately and in line with legal and statutory guidelines). Managers must not approach agencies directly, but must contact the HR Department, who will explore the manager's requirements and the options available to them prior to contacting an appropriate agency. Managers must be aware that under the Agency Workers Regulations 2010 and the Temporary Agency Work Directive 2008, agency workers have the right to equal treatment in relation to collective facilities and amenities and the same information about relevant vacancies as comparable workers from day one of their assignment. Following a 12 week qualifying period, agency workers are entitled to equal treatment in relation to basic working and employment conditions (including pay, working time and holiday) entitles the worker to equal treatment (e.g. pay and conditions) to that of employees. This right doesn't include occupational sick pay, pension, family leave pay or redundancy pay.

2. SCOPE

This policy applies to all employees of the Trust.

3. ROLES AND RESPONSIBILITIES

The **Trust Board** is responsible for ensuring this policy is applied fairly and consistently across the Trust. Members and Trustees are also responsible for the recruitment and selection of the CEO.

The **CEO** is responsible for ensuring candidates and employees are treated fairly and consistently across the Trust. The CEO approves all recruitment requests and has the final selection decision.

The **Local Governing Bodies and Heads of School** are responsible for monitoring the application of this policy within their respective schools, ensuring the Trust's policy, procedure and recruitment and selection processes are adhered to. They are also responsible for ensuring managers, leaders and supervisors have access to appropriate

training and development to enable them to apply this policy fairly, consistently and professionally, in line with legal and statutory requirements.

The **HR Department** is responsible for overseeing the introduction, implementation, monitoring and review of this policy and will report to the CEO, the Trust Board and Local Governing Bodies as required. The HR Department will provide advice, guidance and support in the implementation of this policy and procedure, acting as a point of contact for managers. The HR Department will ensure that this policy is implemented fairly and consistently, whilst also ensuring that relevant employment legislation and statutory guidance is adhered to.

Managers and staff must ensure they carry out recruitment and selection fairly and consistently in line with this policy and procedure, accessing support, guidance and training as and when required. Managers must also provide appropriate, constructive feedback to internal candidates at shortlisting and appointment stages. Detailed, meaningful feedback should be offered to all unsuccessful candidates following an assessment process.

4. EQUALITY AND DIVERSITY

The Trust is committed to:

- Promoting equality and diversity in its policies, procedures and guidelines, adhering to the Equality Act 2010.
- Delivering high quality teaching and services that meet the diverse needs of its student population and its workforce, ensuring that no individual or group is disadvantaged.

5. PRINCIPLES

The Trust adheres to the following principles in recruitment and selection:

- All applicants will receive fair treatment.
- The job description/person specification is an essential tool which is used throughout the process and applied equally to all applicants.
- Recruitment decisions will be based on the assessment of how candidates match the criteria detailed in the job description/person specification (e.g. knowledge, skills, qualifications, experience, abilities and competencies).
- Selection should be carried out by a panel of at least two people, preferably three people where possible. At least one panel member must have received recruitment and selection and safer recruitment training.
- Selection should be based on a minimum of a completed application form, shortlisting and interview.
- CEO recruitment and selection will be carried out by Members and Trustees.
- All posts will normally be advertised, unless there are specific circumstances (e.g. situations requiring ring-fencing or slotting, such as people at risk and seeking suitable alternative employment via the Trust's Redeployment Procedure).
- The Equality Act 2010 requires the Trust to make reasonable adjustments to the recruitment process if an applicant makes us aware that they have a disability. This applies to the entire recruitment process, from advertisement to appointment and the Trust is committed to meeting this requirement.

6. DOCUMENTATION

The recruitment process will be documented at each stage, resulting in a clear audit trail and transparency of decisions. All documentation relating to the recruitment process should be retained for 6 months from the date of the appointment decision by the HR Department. Documentation relating to the successful candidate will be transferred to their personal file. By keeping appropriate records the Trust can demonstrate in the event of an enquiry or complaint that appropriate procedures have been followed. Information on candidates must be treated in the strictest confidence and restricted to those directly involved in the recruitment process.

The HR Department will use appropriate ICT to manage the recruitment process and therefore vacancy and applicant data will be stored electronically and all recruitment documentation will adhere to the requirements of the Data Protection Act 1998.

7. EQUAL OPPORTUNITIES

The Trust is committed to providing equality of opportunity for all and ensuring that all stages of recruitment and selection are fair. Job descriptions, person specifications, advertisements and other recruitment and selection documentation must only contain objective, justifiable, non-discriminatory information. Managers should take care not to include:

- Explicit references to age or age ranges
- Language that could be perceived as age bias (such as young, mature, energetic)
- Specifications for a particular gender, race, religion or age unless it is defined as a Genuine Occupational Qualification
- Language that could be perceived as discriminatory (e.g. 'must be fit', 'able bodied', 'generally healthy', or 'able to drive')
- Qualifications that could be age bias (e.g. GCSEs) without adding 'or equivalent'

The Equality Act 2010 allows for specifications to include a requirement for a particular gender, race, sexual orientation, religion or age as long as it is defined as a Genuine Occupational Qualification. Managers must seek advice from the HR Department if they believe that a vacancy they have approval to recruit to has a genuine occupational qualification.

8. RECRUITMENT AUTHORISATION

The CEO must authorise all requests to recruit prior to a vacancy being advertised. Before any decision is made to advertise a vacancy the CEO must be convinced that a vacancy exists that requires filling (via the recruitment authorisation process). The recruiting manager must consider fully the need to recruit and detail their requirements when completing the Recruitment Request Form.

The recruiting manager must consider:

- Whether the post needs to be filled and how best to fill it
- Any required changes to the role and responsibilities
- Any changes to the qualifications, knowledge, skills, experience and competencies required for the role alongside the potential re-evaluation requirements

- Any foreseen/expected future changes to the job or department
- Organisation changes elsewhere in the Trust alongside potential redeployees
- The need to minimising redundancy situations in line with the Trust Redundancy Policy, Organisational Change Policy and Redeployment Procedure

The recruiting manager should seek advice and support from the HR Department prior to completing the Recruitment Request Form and throughout the ensuing recruitment and selection process. The recruiting manager must also ensure their Head of School signs to approve the recruitment request form prior to submission to HR and the CEO.

9. JOB DESCRIPTION/PERSON SPECIFICATION

The recruiting manager is responsible for describing the role and responsibilities clearly, concisely and accurately within the job description/person specification. The recruiting manager must also ensure that for associate roles the job description has been evaluated and is positioned at the correct pay point by checking with the HR Department. The Human Resources Department will check that the job description has been evaluated, therefore if the recruiting manager has or intends to revise the job description and/or person specification they must notify the HR Department.

The recruiting manager is responsible for ensuring the job description/person specification includes all the essential and desirable qualifications, knowledge, skills, experience and competencies required for the role. The manager must also propose the hours, employment status (e.g. full-time, part-time, term-time, permanent, and fixed-term) and working pattern.

When completing or checking the job description/person specification, the recruiting manager should consider how each aspect will be measured. It is vital that care is taken when writing/reviewing the job description/person specification as this is used as a baseline for the recruitment and selection process (i.e. applicants suitability for the post is measured against this throughout the process). Care must also be taken to avoid the inclusion of unnecessary, marginal or blanket requirements as this could lead to allegations of discrimination (e.g. ability to drive may be viewed as discriminating against disabled applicants unless justifiable).

Competencies should align to the Trust values and ethos. They should also link to safeguarding, detailing and measuring behaviours and attributes individuals must have or must acquire to perform effectively and safely at work. The HR Department can provide advice and support in reviewing, applying or developing competencies.

Essential criteria enable the recruitment panel and/or the HR Department to sift out candidates that will not be able to perform satisfactorily in the role. The recruiting panel and/or the HR Department must not shortlist a candidate that does not meet the essential criteria for the post. Desirable criteria help the recruiting managers differentiate between satisfactory and outstanding candidates.

The job description/person specification must be finalised before the vacancy is advertised as prospective candidates often use the advert, job description and person specification as a means of selecting or de-selecting themselves.

10. ADVERTISING

If the CEO authorises the recruitment to a vacant post, the HR Department will draft an advert that includes:

- an introduction to Trust and the specific school the role sits within, the ethos, values and benefits of working within the Trust and the school
- the role's purpose and key responsibilities
- basic details about the post e.g. job title, salary/pay point, hours, contractual status
- the essential criteria (as stipulated on the job description/person specification) any special working arrangements or requirements
- any additional payments, allowances or benefits as appropriate (e.g. any recruitment and retention premia or relocation assistance on offer)
- where possible, the intended date for assessment/interview (if applicable)
- a named contact for informal enquiries where possible
- details of how to apply
- the closing date for applications
- a safeguarding statement

All vacancies will be advertised on the intranet and a physical location within each school that is easy for staff to access, providing staff with every opportunity to apply for internal positions. External advertising may not always be required and should be carefully considered. An applicant pool can help reduce recruitment costs and time scales and the HR Department may target candidates within an applicant pool where possible and appropriate. Selection from an applicant pool must follow the normal shortlisting process.

The HR Department will provide recruiting managers with advice and costs in relation to the most appropriate media for external advertising to ensure that adverts are within budget whilst ensuring that they reach the target audience. The HR Department will also check that the advert is free from discrimination in terms of its content, design and language.

11. REDEPLOYMENT

The Trust is committed to retaining its workforce wherever possible. There may be occasions where staff meet the criteria for redeployment. Redeployees must apply for suitable alternative positions and will need to meet the essential criteria for the role in order to be shortlisted. The recruiting manager will be advised of any redeployees applying for their vacancies and may be required to interview a redeployee prior to other candidates. Managers should refer to the Redeployment Procedure and seek advice from the HR Department when considering a redeployee for a vacancy.

12. SECONDMENTS AND EXPRESSIONS OF INTEREST

Secondments must be authorised by the CEO before such opportunities are advertised and recruited to. Adverts for secondment opportunities must explicitly state that the role is a secondment opportunity and the intended duration of the secondment. Applicants must seek approval from their line manager prior to applying for a secondment opportunity as there may be occasions where the manager is unable to support the release of one of their team members for a secondment (e.g. if their substantive role is a difficult to recruit to role).

The Trust may in exceptional circumstances utilise an internal expression of interest recruitment process. This may be justifiable for a temporary appointment, for example, where the role is of a specialist nature or where a developmental opportunity is available internally and can be ring-fenced for a particular group of staff. Organisational changes may also result in ring fenced opportunities for affected staff. Managers must read the Redundancy Policy, Organisational Change Policy and Redeployment Procedure and seek advice from the HR Department.

Expressions of interest allow for a quick turnaround and remove the external element of recruitment. However, this is the only difference to the normal recruitment process as once application forms are received the normal recruitment and selection processes follow (e.g. shortlisting, interviews, assessments etc.).

13. APPLICATION & SHORTLISTING

Once a vacancy has been advertised applicants will be able to access the relevant information and application form online. The application pack will include as a minimum:

- Application form
- Welcome letter
- Equal opportunities monitoring form
- Job description/person specification
- Summary of basic conditions of service (e.g. salary, annual leave, allowances, benefits, term-time only)
- Additional information specific to the post (e.g. organisational structure, departmental information)
- Details of the DBS/Disqualification responsibilities and processes where appropriate

All applicants must complete an application form; however, disabled applicants may submit their application in an alternative format, in liaison and agreement with the HR Department. Recruiting managers can shortlist online and shortlisted candidates can be notified online. Applications submitted online will require signing by the applicant if they are invited to an assessment process.

The HR Department may develop a long list for high volume recruitment, based on the essential criteria from the person specification. The HR Department will ensure shortlisting panel members are able to shortlist online and that they have the information, advice and support they require. All applications must be treated in the strictest confidence and restricted to those directly involved in the recruitment process.

The HR Department will ensure that the shortlisting process and outcomes align to the legal and statutory requirements. Shortlisting must be conducted initially against the essential criteria detailed in the job description/person specification, ensuring that the information on the application form is used to assess each applicant. This must be fairly and consistently applied to all applicants. If there are too many applicants shortlisted against the essential criteria the panel may then use the desirable criteria. If there remain too many applicants to interview the panel should seek further advice and guidance from the HR Department. The

panel must not shortlist any applicant that does not meet the essential criteria of the post, as detailed in the person specification/job description. The HR Department will provide additional advice to recruiting managers regarding candidates that flag disability considerations, criminal records or disciplinary alerts.

Once shortlisting is completed the HR Department will notify shortlisted applicants of the next steps, ensuring shortlisted candidates are aware of the need for them to bring appropriate identity evidence with them to their assessment day. The HR Department will therefore require details of the assessment process and are able to assist recruiting managers in designing an appropriate assessment process. Further details can also be found in Section 17 of this policy. The HR Department will discuss with disabled applicants any special requirements they may have for the interview and arrange appropriate support, advising the recruiting manager as appropriate.

The Trust will not normally provide feedback for candidates that are not shortlisted; however, recruiting managers must provide internal candidates with opportunities to seek constructive feedback in support of their continual learning and development.

14. ASSESSMENTS

The HR Department will advise managers on the suitability and options regarding the assessment process, ensuring that it does not breach legislation, good practice or safer recruitment guidelines. As a minimum the assessment process will include shortlisting and an interview and candidates invited to interview will be advised of the assessment process. Alongside an interview, additional assessment tools may include:

- Student or stakeholder panel
- Lesson delivery/observations
- Seen/unseen presentations
- Typing tests
- In-tray exercises
- Knowledge or technical tests
- Group work
- Ability tests (e.g. numeracy/literacy)
- Data analysis

This list should be used as a guide as it is not an exhaustive list.

The HR Department will advise on the best approach when measuring candidates against the set criteria, ensuring that the assessment tools are appropriate, justifiable and in line with legislation, best practice and statutory guidelines. The HR Department will ensure that appropriately qualified, trained, experienced and knowledgeable staff will assess candidates. Students or stakeholders involved in the recruitment process will have access to training, advice and guidance and they will have clear parameters for their involvement. They will provide feedback to the recruiting panel.

The recruiting panel must prepare questions and assessments with the HR Department, advising the HR Department of the preferred schedule for the assessments. Templates for competency based interview questions, presentation briefs, scoring sheets and assessment

templates are available from the HR Department, alongside advice and guidance. The HR Department will normally support the recruitment process through booking rooms, refreshments, facilities and student/stakeholder panels as required. This will be in conjunction with the PA for the Head of School for complex assessment days. They can also conduct a variety of assessments to enable a thorough assessment of candidates against the criteria detailed in the job description/person specification. The HR Department will send the recruitment pack to panel members, which will include:

- Job description/person specification
- Application forms
- Interview questions
- Other assessment documentation as appropriate
- Scoring sheets
- A terms and conditions sheet which details the basic employment details
- Schedule for the assessment process
- Advice regarding safeguarding, legal and statutory requirements

On the interview day the HR Department will check the candidate's identity (including the candidate's eligibility to work in the UK), qualifications and membership of a professional body (where appropriate). The HR Department will notify the panel of any issues arising from these checks.

The interview panel must consist of at least two people, preferably three. One of them should have been involved in the shortlisting process and one of the panel members should be the person whom the post reports to. At least one of the interviewers must have attended a safer recruitment training session within the last three years. The HR Department will ensure that where required, reasonable adjustments are made for disabled candidates. If the recruiting panel has any concerns regarding a disabled candidate's ability to perform the role for which they have applied they should seek advice from the HR Department.

All questions must relate to the job as detailed in the job description and person specification, measuring the candidate's suitability against the criteria in a fair, transparent and consistent way. The panel should remind each candidate that if they are selected as a preferred candidate a DBS clearance will be necessary and that potentially they may also be required to complete a disqualification by association form. They must also be advised that any offer is subject to the Trust receiving satisfactory references, a satisfactory identity check, qualification checks and a pre-employment medical clearance. The interviewers must make notes throughout the interview. Time should be allocated at the end of each interview for scoring to take place. Each interviewer must score each question and their comments on the form should ensure that each score is justifiable and that constructive feedback can be given. The panel should complete the scoring sheet and return all documentation to the HR Department upon completion of the assessment process as it will be retained on the job file for 6 months.

15. DECISION TO APPOINT & CLEARANCES

Once all assessments have been completed each individual panel member will total their scores and usually the candidate with the highest scores in rank order will be the preferred candidate. The Chair of the panel must discuss their preferred candidate choice with the

CEO prior to offering a position and only when the CEO has agreed with their preferred choice can an offer (subject to satisfactory clearances) be made. Ultimately, the decision to appoint will be made by the CEO, having due regard to the views, opinions and preferences of the panel members. The Chair of the panel should discuss the offer with the preferred candidate, explaining that it is subject to satisfactory clearances. The Chair must complete the Recruitment Request Form and forward it to the HR Department at their earliest opportunity to enable clearances to be undertaken. The Chair should also discuss salary with the HR Department where there is a range or allowances on offer, prior to an offer being made.

The recruiting panel must also contact the unsuccessful candidates and provide them with access to constructive feedback that is honest and balanced, giving them examples of where they could improve in the future. The conditional offer will be confirmed subject to satisfactory clearances and the HR Department will notify the recruiting manager of the progress of satisfactory clearances. Recruiting managers must not arrange for a new starter to commence until they have received confirmation from the HR Department that all clearances have been received and all are satisfactory.

The HR Department will not contact unsuccessful candidates unless the recruiting manager specifically requests this.

All offers of employment (verbal and written) are subject to satisfactory clearances:

- References
- Disclosure and Barring Service (DBS) Clearance
- Pre-Employment Medical Clearance
- Eligibility to Work in the UK
- Qualifications and Membership of Professional Bodies
- ID Check
- Disqualification by Association Disclosure
- Prohibition Clearance (for teachers)

References are normally requested prior to interview in order to speed up the process of recruitment and selection and in line with statutory guidance. However, some candidates request that their referees are not contacted unless an offer is made. Therefore, any verbal offer must be subject to satisfactory clearances being received. There must be a minimum of two references, one of which should be the candidate's current or most recent line manager. For teaching posts this would normally be the Head of Department or Head Teacher. References will not form part of the assessment scoring, but any concerns raised within a reference should be discussed with the HR Department, the Head of School and the CEO. Open references will not normally be accepted therefore the reference template should be used.

The HR Department will contact the preferred candidate to arrange for them to complete the online DBS application form (unless the preferred candidate has used the update service), providing the candidate with advice and guidance in line with DBS guidance and the Trust's DBS Policy.

The preferred candidate will complete their medical questionnaire and once assessed, the Occupational Health provider will contact the HR Department to confirm the outcome.

It is a criminal offence to employ someone who is subject to immigration control and who does not have current and valid permission to be in the UK. The identity check, normally

undertaken on the assessment day, will include a check of the candidates' eligibility to work in the UK.

Qualifications and membership of professional bodies (where appropriate) will normally be checked on the assessment day. The HR Department will notify the panel of the outcome of these checks.

The Childcare (Disqualification) Regulations 2009 are made under section 75 of the Childcare Act 2006 and set out the circumstances in which an individual will be disqualified for the purposes of section 75 of the Act. Section 76 (2) of the 2006 Act provides that a person who is disqualified under the 2009 Regulations may not provide relevant childcare provision or be directly concerned in the management of such provision. Schools are prohibited from employing a disqualified person in connection with relevant childcare provision. The criteria for disqualification include the following:

- Inclusion on the DBS Children's Barred List
- Being found to have committed certain violent and sexual criminal offences against children and adults which are referred to in regulation 4 and Schedules 2 and 3 of the 2009 Regulations
- Certain orders made in relation to the care of children which are referred to in regulation 4 and listed at Schedule 1 of the 2009 Regulations
- Refusal or cancellation of registration relating to childcare, or children's homes, or being prohibited from private fostering, as specified in Schedule 1 of the 2009 Regulations
- Living in the same household where, to the best of their knowledge, another person who is disqualified lives or is employed (disqualification 'by association') as specified in regulation 9 of the 2009 Regulations
- Being found to have committed an offence overseas which would constitute an offence regarding disqualification under the 2009 Regulations if it had been done in any part of the UK

Staff covered by this legislation include the following:

- Early years provision – staff providing care for a child up to and including reception age (including education in nursery and reception classes and/or any supervised activity such as breakfast clubs, lunchtime supervision and after school care)
- Later years provision – staff employed to work in childcare provided by the school outside school hours for children above reception age, but younger than 8 (this doesn't include education or supervised activity above reception age during school hours, but it does include before school settings (e.g. breakfast clubs) and after school provision)
- Staff employed by childcare providers (not employed by the school) who hire or rent school facilities or premises (the Trust will ensure the provider has appropriate policies and procedures in place regarding safeguarding children and the 2009 Regulations)
- The Trust will ensure agencies and other providers undertake appropriate checks for staff deployed to work at the Trust, including the requirement for staff to inform their employer they would be committing an offence if they are deployed to work in relevant childcare, or are directly concerned in the management of such provision, if they are disqualified under the 2009 Regulations
- The Trust will ensure that self-employed contractors working in relevant childcare provision comply with the requirements of the legislation
- The Trust must ensure that initial teacher training providers adhere to the legislation

- Staff directly concerned with the management of early or later years provision are covered by the legislation
- Volunteers and casual workers directly concerned with the management of childcare provision or who work in relevant childcare on a regular basis (supervised or unsupervised) are covered by this legislation

Staff not covered by this legislation include the following:

- Caretakers, cleaners, drivers, transport escorts, catering and office staff who are not employed to directly provide childcare
- Most staff who are only occasionally deployed and are not regularly required to work in relevant childcare are not automatically covered, therefore Heads of School will work with the CEO, the Director of Human Resources and the Chair of the Board to assess the risk and thus exercise their judgement
- Anyone involved in any form of health care provision for a child
- School governors are not covered by this legislation unless they volunteer to work in relevant childcare on a regular basis, or they are directly concerned with the day-to-day management of such provision

The Trust requires preferred candidates and staff to complete a self-declaration form to capture information relation to the 2009 Regulations. Questions are relevant and limited to the requirements of the legislation (e.g. cautions or convictions for a relevant offence; where a care order is issued with respect to a child who has been in the person's care; or whether they or anyone living or employed in their household is named on the DBS Children's Barred List). The HR Department provides staff and preferred candidates with guidance which explains that they are not required to provide details about any protected cautions or protected convictions or any spent cautions or convictions of a person who lives or is employed in their household. The HR Department retains a record of all staff employed to work in or manage relevant childcare, including the date on which the disqualification checks were completed, ensuring OFSTED and independent inspectorates can readily access this information.

16. CONFIRMATION OF AN OFFER OF EMPLOYMENT

When all satisfactory clearances have been received the HR Department will notify the recruiting manager and the successful candidate to advise that clearance has been received and to discuss a start date and time. The HR Department will send the preferred candidate a contract of employment and an email will be sent to all relevant departments to ensure appropriate arrangements are in place prior to the start date (e.g. IT and induction). The HR Department will close the job file and initiate an electronic personal file, scanning the successful candidate's recruitment, selection and clearance information onto the file, which will be retained in the secure HR electronic system.

For some staff, there may be a long period of time between the offer confirmation and start date (e.g. teachers have strict notice periods). It is vital that the organisation successfully onboards new starters. The HR Department will send new starters information electronically in readiness for their successful commencement with the organisation. Information includes the following:

- Induction details
- Dress code information
- Dates for the diary (the academic school calendar)
- School site
- Trust information regarding the various schools, the vision and ethos

- Job description to be signed and returned
- Pay and benefit details
- Information about the area for new starters relocating (alongside information regarding relocation expenses or recruitment and retention premia where it is being accessed)
- Links to policies and procedures and other relevant Trust and school information
- Links to statutory and mandatory training that new starters may wish to access prior to their commencement with the Trust

Managers are also encouraged to maintain contact with successful candidates, ensuring they feel welcome and a part of the team, the school and the Trust, even before they start. Regular communication can dispel any worries new starters may have and it provides the manager and their new member of staff with opportunities for role clarity prior to formal commencement. It also allows the manager time before the new starter commences to begin to discuss key objectives and initial training and development needs and plans.

On the successful candidate's first day their manager should welcome them and ensure they are fully supported in their first few days and weeks. Managers must complete the departmental induction with their new starter and associate staff will also require probationary meetings to be held, ensuring any challenges and learning and development needs are addressed in a supportive, swift and effective way (managers of associate staff must read this policy in conjunction with the Trust's Probationary Policy).

17. MONITORING COMPLIANCE WITH AND EFFECTIVENESS OF THE POLICY

Effectiveness and compliance of this Policy will be monitored on an annual basis.

18. REVIEW

This Policy and Procedure will be reviewed within two years of the date of implementation with recognised trade unions at local secretary level.