



Child Protection Policy for Guardians UK (summarised for guardianship personnel)

Why should Guardians UK need a Child Protection Policy?

- It helps to create a safe and positive environment for children
- It clarifies what is required of Guardians UK in relation to the protection of children
- It is a statement of intent that demonstrates Guardians UK's commitment to safeguard children from harm.

Guardians UK has a Child Protection Co-ordinator (CPC). This is the Manager of Guardians UK who takes specific responsibility for Child Protection matters within Guardians UK.

The role of Guardians UK and its guardianship personnel

Guardians UK and guardianship personnel should be aware of the need to report allegations or suspicions of child abuse to the relevant person at Guardians UK. Children often tell other children, rather than guardianship personnel or other adults, about abuse.

Lines of communication within Guardians UK

Allegations of abuse made by a child should be reported as follows:

- A child should speak to a member of the guardianship personnel or one of the housestaff at school about any abuse that is taking place
- If the alleged abuser is a member of the guardianship personnel, the child should know that the first port of call is the Child Protection Co-ordinator at Guardians UK.
- If the alleged abuser is the Manager of Guardians UK the child should initially report it to another member of the guardianship personnel. The guardianship personnel should then report the matter to a deputy within Guardians UK or to the Social Services Department, whichever is appropriate.

Any person responsible for the welfare of a child has a duty under English law to report any suspicions of abuse to the relevant authority.



How guardianship personnel should respond to any suspicion of abuse

Any member of the guardianship personnel who is told of any incident or has strong suspicions of physical or sexual child abuse must report the information to the CPC.

If a child or group of children disclose the fact that they are upset or worried, or if a child or group of children give the appearance of being upset, every effort should be made to keep the individual or group of individuals calm and to alleviate, as far as possible, any distress. It is not appropriate to try to force conversation whilst there is an emotive atmosphere. The individual(s) concerned should be taken to a private place where, if you feel the situation warrants it, a second responsible adult should be asked to be present. The following guidelines should be observed:

- Confidentiality should never be guaranteed.
- Questioning should be limited, and 'leading' questions should be avoided.
- The matter should be referred immediately to the CPC at Guardians UK.
- A written record of alleged abuse should be made as soon as possible.
- An allegation of abuse should never be discounted simply on the grounds of the child's location or because the alleged abuser is someone well known to and trusted by the individual to whom the disclosure has been made.



CHILD PROTECTION POLICY

Definition of terms

For the purposes of this Child Protection Policy (CPP), all references to 'child' or 'children' - whether singular or plural – are used and are taken to refer to students enrolled at a school or other educational institution in the United Kingdom who are in the care of Guardians UK.

Guardians UK is used and is taken to refer to the company or organisation or individual employed by parents to be the Educational Guardians of a child in the UK.

'Guardianship personnel' refers to any personnel at Guardians UK, whether paid or unpaid, whether under a contract of service or apprenticeship, under a contract for services, or otherwise than under a contract, who has responsibility for a child and may be interacting with children for or on behalf of Guardians UK. This includes host families and Guardians UK drivers. The normal duties of guardianship personnel include caring for, supervising or being in sole charge of children; they also involve unsupervised contact with children under arrangements made by a responsible person.

Need for and scope of policy (See also Guidance Notes – Appendix 1)

A child protection policy helps to create a safe and positive environment for children. Although no standards or processes can offer complete protection for children, the risk of abuse against children can be minimised by implementing such a policy and following the standards enshrined in it.

A child protection policy clarifies what Guardians UK requires in relation to the protection of children. It sets out standards of behaviour for guardianship personnel when they are around children and what to do if they notice, or are told about, inappropriate behaviour in others.

A child protection policy is a statement of intent that demonstrates Guardians UK's commitment to safeguard children from harm. It will help Guardians UK and its guardianship personnel to undertake best practice in this area and deter those who would wish to abuse children from joining Guardians UK as guardianship personnel.

This policy also provides a basis of protection for its guardianship personnel and persons acting on behalf of Guardians UK.



Aims of the policy

The welfare of children in guardianship is a paramount concern for Guardians UK. It is incumbent upon Guardians UK to do everything possible to ensure that children are protected from harm at all times.

This Child Protection Policy sets out:

1. Guardians UK's principles for the protection of children.

Guardians UK recognises that child protection is not only a legal obligation but also a corporate and individual responsibility.

2. Guardians UK's expectations in terms of behaviour and good practice for working with children.

Guardians UK believes that everyone involved must accept responsibility and take precautions to help create a safe place for children and their protection. This, in turn, requires that everyone be well informed and aware of child protection issues. Likewise, children, their parents and house staff should know that there is always a responsible adult within Guardians UK whom they can approach if they are worried or in difficulty. Guardians UK should maintain an ethos where children feel secure and are encouraged to talk and are always listened to.

3. Guardians UK's guidelines for responding appropriately if abuse of a child is alleged, disclosed, discovered or suspected.

Guardians UK encourages openness about concerns relating to child protection matters because child abuse thrives on secrecy. The guidelines in this policy explain what should be done about those concerns.



The role of the Child Protection Co-ordinator (CPC)

The Child Protection Co-ordinator is the Manager of Guardians UK.

The Child Protection Co-ordinator takes specific responsibility for Child Protection matters within Guardians UK. This person is responsible for:

- being conversant with all legislation including regulations relevant to the law of Child Protection.
- holding and being fully conversant with the Guidance and Regulations of the Children Act 1989, or any legislation subsequent to that Act.
- briefing guardianship personnel on the contents of the guidance and procedures and on the procedures. This includes the briefing of new guardianship personnel as part of their induction after joining Guardians UK.
- ensuring the procedures below are followed within Guardians UK.
- liaison over child protection procedures with the Social Services Department.
- receiving reports of alleged or suspected child abuse within Guardians UK or reported by a child relating to incidents at home or outside Guardians UK, contacting the Social Services Department and taking other action in response, as set out below.
- ensuring that all records of concern about a child, even if there is not a need to take any immediate action, are kept confidentially and securely.

The role of Guardians UK and its guardianship personnel

Guardians UK and guardianship personnel should be aware of the need to report allegations or suspicions of child abuse to the relevant person at Guardians UK. Children often tell other children, rather than guardianship personnel or other adults, about abuse.

Guardians UK should keep accurate and unchanged/unchangeable records of alleged or suspected abuse, even if such abuse is only a minor incident.

Lines of communication within Guardians UK

There should, at all times, be routine contact between Guardians UK and the child, the guardianship personnel and the child, and the guardianship personnel and Guardians UK, as a preventative measure against child abuse.

Allegations of abuse made by a child should be reported as follows:

- A child should speak to a member of the guardianship personnel or the housestaff at school about any abuse that is taking place.



- If the alleged abuser is one of the guardianship personnel, the child should know that the first port of call is the Manager (or Child Protection Co-ordinator) at Guardians UK
- If the alleged abuser is the Manager of Guardians UK the child should initially report it to another member of the guardianship personnel. The guardianship personnel should then report the matter to a deputy within Guardians UK or to the Social Services Department, whichever is appropriate.

Parents, in a similar way, should report alleged abuse to one of the guardianship personnel or the Child Protection Co-ordinator at Guardians UK or one of the house staff at school, depending on whom the alleged abuser is.

Any person responsible for the welfare of a child has a duty under English law to report any suspicions of abuse to the relevant authority.

How guardianship personnel should respond to any suspicion of abuse

Any member of the guardianship personnel who is told of any incident or has strong suspicion of physical or sexual child abuse must report the information to the CPC. (In the absence of the CPC, an immediate report should be made to his/her deputy).

If a child or group of children disclose the fact that they are upset or worried, or if a child or group of children give the appearance of being upset, every effort should be made to keep the individual or group of individuals calm and not distressed. It is not appropriate to try to force conversation whilst there is an emotive atmosphere. The individual(s) concerned should be taken to a private place where, if the situation warrants it, a second responsible adult should be asked to be present. The following guidelines should be observed:

- Confidentiality should never be guaranteed. Guardianship personnel should guarantee that they will **only** pass on information to the **minimum** number of people who **must** be told to ensure that the proper action is taken to sort out the problem, that they will **never** tell anyone who does not have a clear 'need to know' and that they will personally take whatever steps they can to protect the informing child/children or guardianship personnel from any retaliation or unnecessary stress that might be feared after a disclosure of alleged abuse has been made.
- Any questioning should be limited to the minimum necessary to seek clarification only, strictly avoiding 'leading' the child or adult who has approached them by making suggestions or asking questions that introduce their own ideas about what may have happened. (Questions such as, 'Did he do X to you?' should not be used; instead a minimum number of questions of the 'Tell me what happened?' type may be asked).



- The alleged perpetrator should not be criticised because the child's emotions may already be horribly mixed. The child should not be asked to repeat everything that s/he has already disclosed to another member of the guardianship personnel.
- As soon as the child or adult has disclosed that he or she believes that something abusive has happened to him or her, or to someone else, no further questions should be asked of him or her. Further questioning could cause more damage and prejudice possible criminal proceedings.
- The informing child or adult should be asked what steps s/he would like taken to protect him/her now that the allegations have been made and should be given an assurance that Guardians UK will try to follow these wishes.
- The matter should be referred immediately, with all relevant details, to the CPC at Guardians UK.
- The adult to whom the disclosure has been made should make a written record as soon as possible of what s/he has been told. The record should not include the writer's own assumptions and interpretations but solely what s/he has heard and seen. Original notes should not be destroyed, even if the record may be written up more neatly and fully at a later stage. The record should comprise dates, times, places, plus any non-verbal behaviour as well as words used, including sexual words (if any used). If injury is apparent, a diagram should be appended in order to give exact location.
- An allegation of abuse should never be discounted simply on the grounds of the child's location or because the alleged abuser is someone well known to and trusted by the individual to whom the disclosure has been made.

Action by Guardians UK

When the CPC at Guardians UK receives an allegation of physical or sexual abuse s/he should:

- a) take any steps needed to protect any child involved from risk of immediate harm. Furthermore, Guardians UK should take any necessary steps for the longer-term protection and support of each child who has made allegations of abuse, or who is alleged to have suffered from abuse, taking his or her wishes fully into account. This may involve the child receiving continuing support and protection from the guardianship personnel chosen by him or her, or changing accommodation, or returning to his or her parents temporarily.
- b) not interview or investigate the allegation further but refer the matter immediately to the Duty Team Leader at the local Social Services office. Guardians UK should speak personally to the Team Leader and not rely on leaving a message.



- c) consult with the Duty Team Leader regarding contacting parents, other guardianship personnel, police, doctor or the alleged perpetrator or witnesses directly. Whilst Guardians UK has a duty first and foremost to the child, it must at all times respect the rights of parents and keep them informed of all matters relating to the child.
- d) contact the Team Manager in the Social Services Department (SSD) who will initiate an independent investigation if this proves to be necessary. The Team Manager will arrange, within pre-set limits, the involvement of the relevant specialist police personnel and, if necessary, a meeting of the agencies who may need to be involved, together with Guardians UK.
- e) inform the child or guardianship personnel who made the initial allegation of what the next steps are to be, having agreed these with the Team Manager. It is helpful for the call to the Team Manager to be made while the child or adult is in attendance, so that he or she can be told the likely next steps immediately after the call.
- f) inform the Headteacher of the school the child is attending (unless s/he is the subject of any of the allegations or suspicions) of the allegation and the action as taken above and, if the allegation is concerning an incident within the School context, agree necessary further action in line with these standards.
- g) if necessary, cease to use, pending investigation, any member of its guardianship personnel who is alleged to have abused a child or children. Guardians UK should not hesitate to cease to use any member of the guardianship personnel, without prejudgement of guilt and as a precautionary measure, where there is a concern about possible abuse.
- h) take any necessary steps to protect and support a child who is alleged to have abused another and inform his/her parents immediately.
- i) ensure that any child being interviewed by the police has available supportive guardianship personnel of his or her own choice to accompany him or her if this becomes necessary.
- j) make arrangements, where feasible, for any child who has been the subject of abuse to receive any necessary continuing counselling and support, by agreement with his or her parents where appropriate.



Allegations of abuse against a member of the guardianship personnel or anyone in their household

Following investigation, Guardians UK should consider taking, and if necessary and appropriate, should take the necessary measures to safeguard the child against any member of the guardianship personnel or of his/her household, where it believes children are at risk of abuse from that member of the guardianship personnel or of their household, even in cases where there may be no criminal prosecution. Cessation from a role within the guardianship personnel (without prejudice) may be necessary to protect all concerned, including the guardianship personnel or his/her household member.

Guardians UK must make its own decision on whether a child's welfare is at risk, whatever the outcome of a police or SSD investigation may be. The level of evidence needed for criminal prosecution is likely to be higher than that which may trigger valid and appropriate precautionary proceedings taken by Guardians UK.

Appropriate precautionary proceedings and grounds for concern over its children's welfare may therefore be based on 'balance of probability', rather than on evidence 'beyond reasonable doubt'.

In any instance of an allegation of child abuse Guardians UK will, after reasonable investigation and if satisfied on a balance of probabilities that there is substance to the allegation, immediately terminate any contract or other arrangement with that member of the guardianship personnel or other person. Guardians UK has a duty to terminate any possible contact between the child and that person.

Where Guardians UK has 'low level' concerns that do not amount to allegations or suspicions of specific abuse, but which may indicate the possibility of abuse occurring, the Manager of Guardians UK or a designated member of staff should discuss these with the Social Services Department.



Recruitment and screening (in line with Taunton School Recruitment & Selection Policy – Appendix 2)

Guardians UK, when using outsourced services (e.g. taxi firms) whose personnel may have contact with a child, must obtain a written assurance from the service provider that all such personnel have been subjected to enhanced Criminal Records Bureau checks (CRB checks) and other relevant checks.

Guardians UK should make all guardianship personnel aware of the child protection policy of Guardians UK. Guardianship personnel should be asked to sign a Child Protection declaration. Guardians UK will take up not fewer than two references as to the character and suitability of any person under their control and their suitability to have contact with a child.

All applicant guardianship personnel must declare any history, criminal or civil, of child abuse. Enhanced Criminal Records Bureau checks must be sought to confirm this. Permission to interact with children is dependent upon a judgement of these declarations and the results of an enhanced CRB check.

If any member of the guardianship personnel is a risk to children, s/he needs to understand that s/he will not be allowed to work with children again in Guardians UK or any allied organisation/agency.

(See Appendices 3 and 4 for further information regarding recruitment processes for Guardians UK host families and drivers.)

Complaints and abuse

The CPC needs to ensure that key people who deal with complaints and concerns are fully aware of this policy document and that there is the possibility of certain complaints understating an allegation of abuse and therefore any such complaints should be routed via the appropriate channels.

False alarms

It is important to realise that the Children Act will inevitably lead to some investigations being triggered which do not substantiate the allegations made, as well as those that do. It is a basic assumption that it is better to accept some false alarms than to fail to initiate the specialist investigation of instances of real abuse. The Social Service Department will work with the Manager of Guardians UK, guardianship personnel, parents and children involved in any false alarm investigation to assist in recovery from the incident, as well as working with Guardians UK to assist in 'living through' and recovering from a substantial investigation.



Whistleblowing

We recognise that children cannot be expected to raise concerns in an environment where adults fail to do so. All adults involved in Guardians UK's provision of care should be aware of their duty to raise concerns, where they exist, about the management of child protection, which may include the attitude or actions of other adults.



APPENDIX 1

GUIDANCE NOTES

Definition of child abuse

Child abuse includes abuse of a child by a member of the guardianship personnel or another adult, abuse at home which a child reports to one of the guardianship personnel, abuse by a stranger outside Guardians UK and abuse of one child by another child. In the case of abuse by a child or group of children, the key issues which identify the problem as abuse (rather than an isolated instance of bullying or 'adolescent experimentation', which might be considered within normal bounds of a child community) are:

- the frequency, nature or severity of the incidents;
- whether the victim was coerced by physical force, fear, or by a child or group of children having power or authority over him or her;
- whether the incident involved a potentially criminal act and whether if the same incident (or injury) had occurred to a member of the guardianship personnel or another adult, it would have been regarded as assault or otherwise actionable.

The definitions below were those recommended as criteria throughout England and Wales by the Department of Health (DoH), the then Department for Education and Employment (DfEE) and the Home Office in their joint document *Working Together to Safeguard Children (1999)*:

- **Abuse and Neglect** – Somebody may abuse or neglect a child by inflicting harm, or failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting, by those known to them or, more rarely, a stranger.
- **Physical Abuse** – Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, near drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer feigns the symptoms of, or deliberately causes the ill-health of a child whom they are looking after. This situation is commonly described using terms such as fictitious illness by proxy or Munchausen's syndrome by proxy.
- **Emotional abuse** – Emotional abuse is the persistent emotional ill-treatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only in so far as they meet the needs of another person. It may feature age-related or developmentally inappropriate expectations being imposed on children. It may involve causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of ill-treatment of a child, though it may occur alone.



- **Sexual abuse** – Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware of what is happening. The activities may involve physical contact, including penetrative (e.g., rape or buggery) or non-penetrative acts. They may include non-contact activities, such as involving children in looking at, or in the production of, pornographic material or watching sexual activities, or encouraging children to behave in sexually inappropriate ways.
- **Neglect** – Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. It may involve a parent or carer failing to provide adequate food, shelter and clothing, failing to protect a child from physical harm or danger, or the failure to ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.
- **Organised abuse** – Organised or multiple abuse may be defined as abuse involving one or more abusers and a number of related or non-related abused children. The abusers concerned may be acting in concert to abuse children, sometimes acting in isolation, or may be using an institutional framework or position of authority to recruit children for abuse. Organised and multiple abuse occur both as part of a network of abuse across a family or community and within institutions such as residential homes or schools.

A child may suffer more than one category of abuse.

Signs of Child Abuse

THE CHILD WITH AN INJURY

- a) **BRUISES** – on any part of the body, but especially on the head or face and trunk. Sometimes a finger pattern is visible, which could indicate that the child has been gripped tightly and possibly violently shaken.
- b) **WEALS** – on any part of the body, often linear indicating abuse with a whip, belt or other edged implement; when raised and white, are relatively easy to identify, but when older may be seen as faint linear bruises.
- c) **BITE MARKS** – human bite marks can be differentiated from animal bites. Typically, human bites form two hemispherical lines on the skin.
- d) **BLACK EYE** – often without gross bruising of the forehead.
- e) **BURNS AND SCALDS** – these may be severe and tend to occur in older children.
- f) **INJURIES ABOUT OR INSIDE THE MOUTH** – especially to gum margin, or to the frenulum inside the upper lip, or under the tongue.
- g) **INJURIES TO EARS** - especially when there is bleeding from the entrance to the ear or bruising around or behind the ear lobe(s) indicating injury by pulling.



- h) INJURIES TO LIMBS – tender swollen joints or suspected fractures in any part of the body.
- i) INJURIES TO GENITAL AREA – especially where bleeding is reported, or a child is walking awkwardly or bruising of any kind is noted.

THE SICK CHILD

There is no injury but the child is definitely ill with no obvious diagnosis.

- a) A listless, apathetic or restless child who is difficult to rouse.
- b) Pallor, failure to thrive, loss of weight and signs of poor nutrition – perhaps with sores about the mouth and on the skin leading to a poor growth rate.

THE EMOTIONALLY DEPRIVED CHILD

A variety of behavioural patterns may be seen in the emotionally abused child. Some present as naughty, overactive, demanding, restless, disobedient and unduly aggressive.

Others may be withdrawn and apathetic, unable to participate in play and with an impaired capacity to enjoy life.

“Frozen watchfulness” sometimes describes the appearance of other unhappy frightened children.

- a) Young children may show clinging and demanding behaviour as an instinctive response to fear of inadequate parenting.
- b) Some children may modify their behaviour in response to parental demands and show intense sensitivity to parental moods, reacting with precocious behaviour and high frustration tolerance to the high expectations of their parents. Physical punishment tends to cause an increase in aggressive behaviour in such children.
- c) The environment of the abused child critically influences development (failure of intellectual development, failure to grow or put on weight, incontinence, enuresis, language delay, poor motor/tactile skills)



Advice on one-to-one contact with children

Guardianship personnel should be wary of placing themselves in situations where they are open to accusations of inappropriate conduct. Essentially this involves exercising common sense.

- If in conversation with a child in a room or a car, for example, a respectful distance should be observed. Guardianship personnel or a member of their household should never be alone with the child in the bedroom with a closed door. If guardianship personnel or an adult member of their family is involved in corrective and personal guidance of a child, it is advisable to take precautions: e.g., if inside the house, by leaving the door to the room open, remaining seated at a reasonable distance from the child, ensuring there is a witness when appropriate or that there is another responsible adult in the house where possible.
- It is not wise to invite a single child into a bedroom or bathroom. On occasions it will be unavoidable that a single child will be transported in a member of the guardianship personnel's personal vehicle. It is prudent on such occasions to ensure that the child passenger sits on the rear seat to reduce the possibility of accidental contact, which might be misconstrued.
- It is good advice not to make physical contact with a child. This is most important advice in a one-to-one situation between a member of the guardianship personnel and a child. Guardianship personnel should note that, in one-to-one discussions, confidentiality should not be promised to the child.
- Exclusively intimate situations with a child that could either arouse undue suspicion or lead to misinterpretation and false allegations should be avoided.

APPENDIX 2



Recruitment and Selection Policy

May 2014



RECRUITMENT AND SELECTION POLICY

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RECRUITMENT AND SELECTION POLICY

INTRODUCTION

Taunton School recognises that its employees are fundamental to its success. A strategic and professional approach to recruitment processes help enable the School to attract and appoint employees with the necessary skills and attributes to support the School's values and to meet the School aims.

The School is committed to ensuring that the recruitment and selection of employees is conducted in a manner that is systematic, efficient and effective and which promotes equality of opportunity.

The School is also committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

The Recruitment and Selection Policy, together with the Management Guidelines and Checklist set out how to ensure that the School recruits the best people on merit and that the recruitment process is free from bias and discrimination. The Policy is designed to provide a flexible framework which promotes good practice and supports the School's core business.

SCOPE

This policy and the management guidelines apply to the recruitment and selection of all staff to the School. Any employee involved at any stage of the recruitment and selection of staff should be aware of and adhere to the contents of this policy.

AIMS

The aims of the policy are set out as follows;

1. To ensure that recruitment processes are fit for the purpose
2. To ensure that all recruitment processes protect the welfare of children and young people in the care of the School
3. To ensure that recruitment processes are consistent and fair throughout the School
4. To appoint the most suitable person for each position.
5. To ensure equality of opportunity for all applicants and that the School complies with its Equal Opportunities Policy and relevant employment legislation
6. To promote the School's values
7. To meet the School's operational requirements and strategic aims

GENERAL PRINCIPLES

- Employees should not be involved in the recruitment process unless they understand the role they are undertaking and have had appropriate training. Recruitment workshops will be carried out in the School and/or external training can be organised through the HR Manager or Training Coordinators in your part of the School. Staff involved in the recruitment process should also be aware of their responsibilities under the relevant legislation. It is important that they maintain a positive attitude towards equality of employment during recruitment and selection processes to ensure equality of opportunity.

- All vacancies must be authorised by the Headmaster.
- If a member of staff involved in the recruitment process is related to or has a relationship with an applicant they must declare this as soon as they are aware of the individual's application and will not normally be involved in the selection process concerning such a candidate.
- At least one person on any recruitment interview panel must have attained a "Safer Recruitment in Schools" certificate.
- A proper recruitment process will be conducted to fill every vacancy.
- Documentation relating to applicants will be treated with the utmost confidentiality and in accordance with the School's Data Protection Policy, a copy of which can be obtained from the Personnel Manager.

RECRUITING NEW STAFF

The recruitment and selection process should not commence until a full evaluation of the need for the role and any possible restructuring of the role has been considered. This should be looked at in line with the department and School aims and the need to manage cost.

All vacancies and paid responsibilities will be advertised across the School. This can be done via the notice boards, internal communications and on the School Intranet and will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining the skills and expertise of existing staff.

All positions will normally be advertised externally using the most appropriate and cost effective medium to maximise the number of suitably qualified candidates.

The Personnel Department will be responsible for placing advertisements for each position and can give help and support to Managers in preparing these. All advertisements must reflect the

School's visual identity and must comply with equal opportunity and safer recruitment requirements.

Applicants will be provided with sufficient information, including a job description with person specification, to make informed decisions regarding their suitability for the role.

The Selection Process

The selection process should be:

1. Transparent – processes that are clearly defined, easy to understand and are open to scrutiny
2. Timely and cost effective
3. Equitable – fair and open to all without bias, whether systematic or unintentional, on the grounds of gender, marital status, pregnancy, race, disability, sexual orientation, gender reassignment, religion or cultural beliefs, age, irrelevant criminal record or trade union activity.
4. Based on:
 - Ability to do the job
 - Ability to make a contribution to the organisation's effectiveness
 - Ability to fit with the School and Team
 - Potential for development
5. Free from conflict of interest – i.e. no person involved in making a decision regarding an appointment has a non-professional interest in the outcome e.g. a close personal or family relationship with an applicant
6. Based on agreed job descriptions and person specifications. Recruitment and selection must be conducted as an evidence-based process and candidates should be assessed

against agreed selection criteria, based on relevant knowledge, skills competencies, experience and qualifications to perform the role as outlined in the person specification. All decisions must be recorded.

Interviews must be conducted by at least two people and short listing undertaken by at least two individuals who are involved in the interviewing process. All interviews for one post will normally be conducted by the same people of which one must have gone through safer recruitment.

Any skill tests (e.g. presentations, teaching a lesson, administration exercises) must be directly related to the role and skill tests for one post must be assessed by the same persons. Candidates must be notified of the details of any skills test when they are invited for interview.

Interview questions must relate to the job requirements as exemplified in the person specification and the candidate's suitability for the position. The person specification should be used as the basis for determining the interview questions. Candidates should be asked the same core questions within each interview process including all questions relating to safer recruitment.

The choice of appointee will normally be determined by the chairman of the interview panel taking into account the majority view of the interviewers.

All recruitment records such as short list information and interview notes will be forwarded to the HR Department where they will be retained for a minimum period of six months and then confidentially disposed of. Access to these records will be limited to recruitment staff.

Once an appointment has been offered and verbally accepted the unsuccessful candidates will be notified in writing. Verbal feedback will be given by the Chairman if requested.

The Employment Offer

All offers of employment are conditional upon receipt of at least two satisfactory references, good health, a successful probationary period and an acceptable Disclosure and Barring Disclosure check.

Conditional offers of employment will normally be made verbally by telephone and, once agreed, confirmed in writing.

References

At least two references will be required for all employees. For teaching and pastoral staff these will be taken up before or during interview. For other staff this can be done when a job offer has been made, but before the candidate starts work for the School, and will normally be carried out by the Personnel Department. Where verbal references are taken up, a note for the Personnel File will be made outlining the key points, this should be signed and dated.

Candidates should be made aware of the School's intention to contact referees and give their agreement to this. All references must include information on whether the referee considers the candidate is able to perform the role, whether they know of any reason why the candidate may not be suitable for working in a School and whether they are medically fit.

The School will directly contact any previous schools that the new employee has worked in (where applicable) to verify references with each referee. The School will also contact previous employers where feasible to verify employment, check the reasons the employment ended and confirm there were no child protection or disciplinary.

References for all employees will be held on the Personnel File in the Personnel Office. Copies of Teacher's references will also be held by the Heads of the relevant part of the School. Any references taken up for unsuccessful candidates will form part of the recruitment paperwork and be destroyed after a period of six months from interview.

References are obtained in confidence and employees do not have a right to visibility of these. If a candidate requires sight of a reference written about them they should contact the referee directly.

Disclosure and Barring Service Checks

An enhanced Disclosure and Barring Service Check (DBS) will be carried out for every member of staff except where those staff are not in regulated activity, and / or are under 18 and / or are pupils in the School. An enhanced DBS check will also be carried out for any person authorised

to work with or supervise any pupil or pupils in Taunton School. A copy of the DBS policy can be located in the Personnel Office. It should be noted that DBS checks go directly to the person who they are carried out for. They therefore need to be brought into the HR Department so that they can be verified and copied for the Personnel File.

If a member of staff is due to start employment at Taunton School and a DBS check has not yet been received for them, a Barred check and a Prohibition check (for Teachers) must be obtained and the risk should be assessed by the Line Manager in conjunction with the HR Department and precautions taken. Such precautions will normally be that the employee is accompanied by another member of staff at all times. This will only be on the rare occasion that they need to begin employment for the needs of the business before the DBS is issued. DBS checks normally take between two and four weeks.

Health checks

All new employees will be required to complete a health questionnaire before joining the School and their employment will be dependent on them being medically fit to carry out the duties of their role. For more senior positions or where a risk may be caused due to ill health (e.g. bus drivers) employees will be asked to undergo a medical examination which will be paid for by the School. It should be noted that legislation prohibits questioning regarding medical fitness prior to an offer of employment.

Other Checks

Taunton School will also require proof of identity i.e. passport or photographic driving licence at interview stage for every employee and volunteer working in the School. This can be produced as part of the DBS check. The School will require proof of an employee's professional qualifications, where these are relevant to the post.

Right to work in the UK

It is unlawful to employ who does not have permission to be in, or work in, the UK. A National Insurance number is not sufficient evidence that an individual is eligible to work in this country. The School can be prosecuted with a fine up to £10,000 if it is found to breach these regulations.

All new employees will have to produce evidence that they are eligible to work in the UK before they are able to commence employment with the School. A passport or documentation proving place of birth will be required as well as any documentation showing permission to work in the UK if the passport does not cover this such as a work sponsorship, a certificate to work or an

accession worker card. The Personnel Department will advise on any documentation required and further information regarding the right to work in the UK can be found on the Home Office website www.gov.uk-legal-right-work-uk.

Centralised Register of Appointments

The Independent Schools Inspectorate (ISI) requires the School to keep a central register for all members of 'staff' including volunteers and others brought into the School to provide additional teaching, instruction or supervision. The register is confidential and is kept in the HR Office. Details contained on the register include the staff member's name, address, date of birth, information regarding the right to work in the UK, DBS and a note of qualifications (if required for the post) as well as dates when references were taken up, CV and medical fitness.

NEW STARTERS

Contract

It is the Line Managers' responsibility to provide the Personnel Department with the details of any new employee or volunteer whom they have recruited for Taunton School so that an accurate contract and offer letter can be drawn up where required and the necessary checks carried out. All contracts and offer letters must be authorised and signed by the Head of TS or Head of TPS (Teaching Staff) or the Human Resources Director.

Probationary Period

All Taunton School staff who are new to the School will undergo a probationary period. During this time they will receive regular reviews from their head of department.

Induction Process

All new employees in Taunton School will receive a systematic induction when they join the School. Induction guidelines are contained in the relevant Staff Handbooks.



APPENDIX 3

HOST FAMILY RECRUITMENT PROCESS

The process for recruiting and on-boarding host families is as follows:

1. Families make contact with Guardians UK.
2. Information sent to family regarding Guardians UK and being a host family. (Host family guidelines).
3. Appointment made to visit family.
4. Family are visited and interviewed and house inspected. (Host family questionnaire)
5. If Guardians UK and family wish to proceed DBS forms are given for all members of household over the age of 16 years old.
6. Once DBS forms and supporting documents are received these are processed by the HR department of Taunton School.
7. Guardians UK obtains 2 references for the host family.
8. Copies of DBS certificates are obtained from host family and held on file at Taunton School once clearance is received.
9. Students are placed with host family and after initial hosting feedback is obtained from students and host family.
10. Host families are contacted and visited on a regular basis – at least once every 3 months to ensure continuity of relationship and to keep up-to-date with any changes within the household.



APPENDIX 4

GUARDIANS UK DRIVERS RECRUITMENT PROCESS

Guardians UK has a number of drivers who are used mainly to escort Unaccompanied Minors to and from flights. This offers a more personalised service to parents and students rather than using a taxi company. These drivers can be introduced to Guardians UK through schools, host families, employees of Guardians UK, ex employees etc. The recruitment process is as follows:

1. Initial introduction to Guardians UK.
2. Interview with member of Taunton School HR Department and Guardians UK Manager.
3. Completion of DBS form and supporting documents.
4. Once above is received and clear driver will take part in Child Protection briefing.
5. Completion of drivers form for Taunton School to ensure covered by school insurance when driving own vehicle.

NOVEMBER 2015