



SAFER RECRUITMENT AND SELECTION POLICY, PROCEDURES AND GUIDELINES FOR MAKING APPOINTMENTS

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Policy Owner:	HR Manager

Vision

Loreto College is centred in God, rooted in Christ and animated by the spirit of Mary Ward, the founder of the Institute of the Blessed Virgin Mary. Our vision is that it will be an educational community where each person has the experience of being loved and valued as a sacred individual created by a loving God; a community where students enjoy an enriching and liberating education that helps them grow into the fullness of life and empowers them to be people of courage who are alive to the needs of humanity and committed to making a better world.

Introduction

The College aims to be an educational community which gives expression to the core values of Mary Ward - freedom, justice, sincerity, truth, joy, excellence and internationality.

Loreto College has the highest expectations of personal, academic and professional excellence. This document sets out the College's policy and guidance on the procedures it will follow in relation to staff recruitment and selection. In doing so, the college will be mindful of its core values and of its duty of care to all its staff and students and will endeavour to act at all times with justice, compassion and respect for the dignity and worth of all those involved in the process.

Preamble

The purpose of the Recruitment and Selection policy and procedures is to ensure that the most suitable and most able person is selected for the position to be filled. That there is no discrimination of any kind against any candidate for any reason, in line with the College Equality and Diversity Policy or the Policy for the Recruitment of Ex-offenders, and that all members of staff involved in the Recruitment and Selection process adhere to the core values and ethos of the college.

The College aims to recruit staff who will make a full contribution to supporting the mission of the college; to recruit the person who best matches the specifications for the post.

1. Circumstances in which these procedures apply

Where an opportunity exists for extension of responsibility among a pool of existing staff members e.g. Head of Hall, or additional hours, this would normally not be advertised externally. Internal advertisements will appear in weekly Staff Bulletins, be announced at the Principal's briefing and emailed to all staff. Where a permanent post is being created, relevantly qualified staff who are engaged on temporary or fixed term contracts will not normally be 'slotted in' to the new post, but would be encouraged to respond to the internal advertisement. Internal candidates are not automatically granted interviews, and will be shortlisted based on their application, skills and experience.

2. Staff involved

To promote consistency of approach, those carrying out the interview should be the same people involved in all earlier stages.

3. Timescales

Posts, should, ideally, be planned for in advance, during the area and college planning process. For posts, which are vacated at short notice, however, the process should begin as soon as possible.

4. Advertising

Advertisements for posts should:

- encourage all suitable applicants to respond.
- be clear and direct, giving all the relevant information - specific responsibilities (in brief), salary or scale point, working hours where appropriate and any required experience or qualifications.
- provide a brief introduction to the college.
- state the availability of structured support and training to the successful candidate.
- adhere to Equality requirements and carry the following Equal Opportunities statement: "Loreto College is committed to Equality of Opportunity"
- Include the following safeguarding statement:
"Loreto Sixth Form College is committed to safeguarding children and young people. All post holders are subject to appropriate vetting procedures as outlined in Part 3 of DfE, Keeping Children Safe In Education (Appendix 1), this includes satisfactory Disclosure and Barring Service Enhanced with barred list information check".

All advertisements will be free from any bias unless this is a genuine occupational requirement.

All vacancies for designated senior post holders will be advertised nationally. The governing body will determine the advertising media.

Advertising will be carried out in such a way as to encourage applications from suitable candidates included in any of the potentially discriminatory areas. This can be achieved by the appropriate wording of the advertisements.

The use of post descriptions and person specifications with discriminatory terms will be avoided.

All advertising material and accompanying literature relating to employment should be reviewed to ensure that it avoids stereotyped roles.

In the event that the College has emergency temporary staffing requirements and it is not practicable to advertise, the Principal will authorise the appointment.

Advertisements will normally go out through the Human Resources Department. Where appropriate, advertisements will be forwarded to staff on leave.

5. Information sent to candidate

In response to a request for information on an advertised post, the following will be sent:

- An application form, in two sections (Personal Details and Shortlisting sections)
- College information, including mission statement.
- Subject and/or department information as relevant,
- A statement of the College's commitment to ensuring the safety and well-being of students.

- Post description and person specification, this will include reference to the responsibility for and qualities required to safeguard and promote the welfare of all students.
- Equal opportunities statement and monitoring form.
- Recruitment of ex-offenders policy.
- Self-disclosure of criminal history in relation to unprotected cautions and convictions (to be returned in a separate sealed envelope marked 'confidential-disclosure' and name of candidate).
- Recruitment and selection timetable.
- Date of commencement of appointment, and of commencement of duties if different.

Prospective applicants must complete, in full, and return a signed application form. Incomplete application forms will not be accepted and must be returned to the applicant where the deadline for completed forms has not passed.

Positions working with children are exempt from the provisions of the Rehabilitation of Offenders Act 1974 (as amended 2013). Therefore, shortlisted applicants will be asked to disclose any relevant criminal history. Applicants will be given the opportunity to discuss any relevant information disclosed prior to the interview. Self-disclosure does not remove the requirement to obtain a DBS certificate.

Candidates submitting an application form completed on-line will be asked to sign the declaration on their application form if called for interview. This declaration will ask candidates to confirm the following:

- Understanding that any offer of employment is subject to satisfactory references and vetting checks including a satisfactory DBS certificate and check of the Barred list.
- A satisfactory medical report, if appropriate.
- The information on their application form is complete and accurate.
- That they have not been disqualified from working with children, cautioned or sanctioned in this regard.

A curriculum vitae cannot be accepted in place of a completed application form.

6. Identification of the Recruitment Panel

At least one member of the Selection and Recruitment Panel will have successfully completed training in 'Safer Recruitment' that covers as a minimum, the requirements set out in DfE, Keeping Children Safe In Education. In light of the pace of change in statutory guidance, namely DfE, Keeping Children Safe In Education, Safer Recruitment training should be refreshed every 3 years.

If there are other members of the panel who have not yet completed Safer Recruitment training, it will be the responsibility of the trained panel member to brief the panel on the principles and requirements of safer recruitment practice prior to the process commencing.

Effective and safe recruitment can be a lengthy process, sufficient time and resource will be allocated to ensure safer recruitment practice is fully implemented.

7. References

References will be taken up for shortlisted candidates prior to interview. This would allow any concerns they raise to be explored further with the referee and taken up with the candidate at interview. If any candidate is not willing for the college to approach their referees prior to interview they must indicate this on their application form.

References for support staff are normally requested when a successful candidate has been identified. Permission will be sought from support staff to contact referees prior to interview if thought necessary.

Open references will not be accepted. References will be sought directly from the referee and from a senior person who is able to provide information specifically relating to disciplinary matters and suitability to work with children and who has the appropriate authority to provide a professional reference on behalf of the organisation. Where this is not the case for the named referee, a senior person within the organisation will be contacted directly to confirm the content of the reference and asked to provide any additional information specifically relating to disciplinary matters and suitability to work with children.

Electronic references will be verified for authenticity, this may include:

- Checking referee contact details against those listed on the organisation's website.
- Only accepting professional email addresses.
- Telephone contact.
- Checking Companies House.

Referees will be sent a reference request form and asked specific questions about the following:

- The candidate's suitability to work with children and young people.
- Any disciplinary warnings, including current live and or time-expired warnings relating to the safeguarding of children and young people.
- The candidate's suitability for the post.

Reference requests will include the following:

- Applicant's current position and salary
- Sickness record
- Attendance record
- Disciplinary record

All appointments are subject to satisfactory reference, vetting procedures and DBS clearance.

8. Shortlisting

Application Forms (Shortlisting section) will only be photocopied, for those involved in the shortlisting and interview process. The Personal Details section will not be available during these processes. Applications are confidential and should not be shared with anyone who is not part of the selection process.

Shortlisted candidates will be required to complete a self-declaration of their criminal record or information that would make them unsuitable to work with children. Applicants will only be asked to disclose and discuss criminal convictions and/or cautions which are not protected under the amendments to the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (2013 and 2020) that may deem them unsuitable. Where this is provided electronically, the shortlisted candidate will be asked to physically sign a hard copy at the point of the interview.

The College may conduct searches, either themselves or through a third party, of the online presence and publicly available social media content of shortlisted candidates to identify any comment, image or other content that could cause reputational damage to the College and/or give rise to a safeguarding concern.

Management of online searches (either by carrying out the search or instructing a third party to do so), and the collation of information will be carried out independently from those managing the shortlisting process. Only information relevant to potential reputational damage and/or safeguarding concerns obtained from the search will be passed to those managing the shortlisting process.

Guidelines for shortlisting

Candidates must be shortlisted against the criteria specified in the Person Specification and the outcomes should be recorded on the appropriate form. Applications will be scrutinised and any discrepancies, anomalies or gaps in employment will be noted and explored if the candidate is shortlisted.

No comments or notes should be written on the Application Form (Shortlisting section). The basic yardsticks should be qualifications, experience and personal qualities, though some posts may require more detailed and specific criteria. The shortlisting panel must agree the standard criteria before shortlisting, (based on the person specification and post description) and keep to it. The staff involved in shortlisting should be those who form the interview panel. There will be no discrimination against any candidate for any reason; all judgements will be made by reference to the published criteria. All staff involved in long/shortlisting should be fully aware of, and have the same understanding of:

- the criteria set out by the person specification
- the requirements of the post description
- our legal obligations to disabled applicants. Any reasonable adjustments to buildings and procedures necessary to cater for their disability, must be discussed with them in advance of the interviews. Such adjustments must not be to the disadvantage of the rest of the staff.

9. Question Preparation

Panels should ensure that all aspects of the Person Specification are covered when preparing questions. Some issues may be combined for economy's sake into one question, e.g. pastoral and cultural diversity issues.

All question lists should be returned to Human Resources along with the shortlisting notes.

10. Information to shortlisted candidates

- Initiation via email, with notification of the task/activity to be undertaken during the day and details of panel members.
- Schedule for the day, including personnel involved.
- Map of location of the college.
- Requests to bring evidence of qualifications.
- Request to bring proof of right to work in the UK (in order to comply with the requirements of the Immigration, Asylum and Nationality Act 2006)
- Rehabilitation of Offenders Act 1974 form
- Further copy of the person specification

Candidates should be provided with the opportunity to ask any questions or seek clarification about the selection process prior to the interview.

11. Pre-interview meeting

This will be held prior to the interview, for all staff involved. The purpose will be to:

- agree the wording of questions and their order (all candidates will be asked the same questions in the same order)
- to finalise discussions
- re-emphasise the procedures
- reassure new interviewers

12. The Interview day

The Interview day will normally comprise four elements:

- Briefing about the College
- Tour of the college, with a member of staff from the department
- An activity, with college staff, other candidates or students
- Formal interview

Throughout the candidates' time in the college, it is the potential Line Manager's responsibility to see to their general comfort. Human Resources can order refreshments and lunches; these will be served in one of the conference rooms.

In the case of a candidate with a disability, this will be notified in advance to staff involved in the selection activities, with the permission of the candidate, and any necessary adjustments will be made.

If candidates have declared on their application form that they are related to a member of the Corporation or current member of staff of the college, this will be disclosed to staff involved in the selection activities at the start of the Appointment Day.

The format of the tour of the college and activity will be at the discretion of the potential Line Manager concerned, but must not take the form of an interview - candidates must not feel they are in an interview situation the whole day. As far as possible, the activity should reflect key aspects of the post applied for.

All candidates should have the same experiences before their interviews - i.e. tour of college and activity, so that none is disadvantaged.

Things to find out in an informal situation

- Quality of interactions with other adults and students
- Philosophy and ideals
- Aspirations
- Non-post-related skills and interests

Things to find out in an activity/presentation/Lesson

- Level of commitment to post-16 education
- Rapport with students/other staff
- Ability to collaborate
- Specific post-related skills
- Variety of teaching and learning styles
- Pastoral support for students
- Approach to work
- Ingenuity and creativity
- Perspicacity
- Background experience to be drawn on
- Performance under pressure
- Quality Assurance
- Professional Development
- Initiative
- But, above all, ability to teach if this is a teaching post.

Some of these things should best be discovered indirectly – i.e. not through specific questions – and informally in conversation.

13. The Interview

Interviews will always be face-to-face or in exceptional circumstances, conducted via the use of video technology e.g. Zoom. Formal interviews will last about 30 minutes and panel membership will be notified to applicants in the letter of invitation to interview. Obviously, the panel should try to make sure that the candidates feel as comfortable and relaxed as possible.

Prior to interview, the panel will nominate one member to conduct all debriefings. The Principal, alone, of the interview panel, may be approached by candidates for further discussion of the interview process, following debriefing.

Interviews will include value-based and probing questions to inform the panel's assessment of the candidate's suitability to safeguard and promote the welfare of all children. Value based interviewing helps assess the values, motives and attitudes of applicants. It focusses on how and why decisions are made and helps to explore reasons for their behaviour. All questions will be pre-planned by the panel and designed to invite evidence-based responses rather than theoretical responses.

Candidates will be required to:

- Explain any gaps in employment.
- Explain satisfactorily any anomalies or discrepancies in the information available to the panel.
- Declare and explain any information that is likely to appear on the DBS disclosure.
- Demonstrate their ability to safeguard and protect the welfare of children and young people.

In the instance that the interview is taking place via the use of video technology, the candidate will be asked by the lead interviewer to show photographic ID at the start of the interview to verify their identity.

Every member of the panel must make notes on the performance of each candidate (other than on the answers to their own questions). This will inform the final outcome. These notes must be kept by the nominated panel member for the purposes of debriefing, and returned to Human Resources on completion of the debriefing process. Notes will be retained for a period of 6 months after the interview. Notes of the interview with the successful candidate will be placed in the personnel file and stored for the duration of the employment.

Discussions between panel members should not take place until all interviews have been conducted. Debriefings should take place within ten working days of the Appointment Day.

14. After the Interview

Candidates can leave as soon as the interview is over and will be notified of the outcome by telephone the same evening, if possible, by the Chair of the panel. The College reserves the right to re-advertise if the selection panel does not recommend a candidate for appointment.

The successful candidate will be offered the post verbally, followed by written confirmation of the conditional offer.

All interviewees will also be asked to complete a Recruitment Quality Assurance Questionnaire before leaving, which will be analysed by the Human Resources Manager and copied to all staff involved in the appointment process. Any issues arising from responses will be addressed as appropriate.

The conditional offer of appointment is subject to the following pre-appointment checks:

- Receipt of at least two good references
- Verification of candidate's identity, including photographic identity and birth certificate (where available) to identify if a candidate has had a change of name.
- Satisfactory DBS clearance (Enhanced)
- Verification of candidate's qualifications
- Verification of professional status where registered
- Completion of pre-placement health assessment
- Proof of eligibility to live and work in the UK
- EEA Check
- Teachers sanctions and prohibitions check

In addition

- Where a successful candidate is found to be on a barred list of the DBS, or the DBS certificate shows they have been disqualified from working with children by a Court: or
- An applicant has provided false information in, or in support of, their application
- The college will report the facts to the police and/or the Disclosure and Barring Service (DBS) and the offer of employment may be withdrawn and employment terminated.

15. Disclosure and Barring Service (DBS) Checks:

a. Requirement for DBS Checks

Due to the nature of the work of the college and college's implicit duty of care to its students, all persons who are offered employment with Loreto College shall be required to have Enhanced DBS clearance.

The implications of this requirement are explained in full in the document sent with recruitment literature above: Policy for the Recruitment of Ex-offenders in accordance with the Rehabilitation of Ex-Offenders Act (ROA) 1974.

b. DBS Certificate

An enhanced DBS certificate which includes barred list information, will be required for most appointments. In summary, a person will be considered to be engaging in regulated activity if, as a result of their work, they:

- Will be responsible, on a regular basis in a school or college, for teaching, training, instructing, caring for or supervising children; or
- Will carry out paid, or unsupervised unpaid work regularly in a school or college where that work provides an opportunity for contact with children; or
- Engage in intimate or personal care or overnight activity, even if this happens only once.

Individuals who have lived or worked outside the UK who will be engaging in regulated activity must undergo the same checks as all other staff. This includes obtaining an enhanced DBS certificate including barred list information, even if the individual has never been to the UK. In addition, further appropriate checks may be made so that any relevant events that occurred outside the UK can be considered. These checks could include:

- Criminal record checks for overseas applicants
- Obtaining a letter (via the applicant) from the professional regulating authority in the country in which the applicant has worked confirming that they have not imposed any sanctions or restrictions

Information disclosed as part of a DBS clearance must be treated as confidential. It is an offence for DBS information to be passed to anyone who does not need it in the course of their duties.

Disclosures are non-transferable and will not be accepted if obtained for a previous position unless an applicant has subscribed to the DBS update service, which lets applicants keep their DBS certificates up to date online and allows employers to check a certificate online.

An appointed individual may be permitted to start work in regulated activity before the DBS certificate is available, provided that a DBS Risk Assessment has been completed approved and signed off by the Safeguarding lead. See **Appendix C**.

Please refer to the College Disclosure and Barring Service (DBS) policy for information on the secure storage, handling, use, retention and disposal of Disclosure Information.

In cases where 'unprotected' information about criminal history is disclosed on the DBS certificate and/or as part of the self-disclosure, a risk assessment (found in *Appendix B*) will be completed to inform the decision whether to withdraw a conditional offer or to appoint. As part of this process, consideration will be given to the following factors:

- Nature, seriousness and relevance
- How long ago it occurred
- If it was a one-off or part of a history
- Circumstances of it being committed
- Change of personal circumstances of the applicant
- Country of conviction
- Decriminalisation

With the exception of the DBS Certificate, evidence of all checks will be documented and retained in the individual's personnel file. Evidence of check will also be recorded on the College's single central record.

16. Debriefing

Debriefings will be offered to the unsuccessful candidates (and the nominated member of the panel should specify a time when they can be reached by telephone for external candidates). Debriefings should be based on notes provided by interviewers and should be as positive as possible, whilst offering useful advice. The objective is to offer help to unsuccessful candidates for future applications. No interviewer should be mentioned by name, as having offered any particular opinion and no other candidate's performance should be referred to.

- a. Records of all candidates who are rejected without interview will be retained for six months, with brief reasons for rejection noted. Shortlisted and other strong candidates may be added to the college's 'supply list,' which will be cleared each year.
- b. Debriefing notes of all candidates interviewed will be retained for six months.
- c. Application letters for all internal candidates will be placed in their Personal File.

17. Induction

As part of their induction training all staff will receive information at the appropriate level on:

- The College's safeguarding policy and procedures.
- Guidance on safe working practices and code of conduct.
- Who the designated safeguarding leads are and their role.
- Safeguarding responsibilities for children missing in education.
- DfE, Keeping Children Safe in Education Part 1 and Annex A.

All staff will undergo a period of monitoring and probation period. This will include regular meetings with their line manager. Safeguarding and any other appropriate training will also be arranged and completed during the induction period.

18. Trainee and Student Teachers

We will ensure that all trainee teachers undergo all required checks including identity checks when the individual arrives in College to ensure that the person presenting themselves for work is the same person on whom the checks have been made. Evidence of those checks will be recorded on the College's single central record.

19. Volunteers

As set out in this policy, we will always apply safer recruitment principles and practice to volunteers working in College. The level of checks undertaken for each volunteer will be informed by the level of supervision in place, the type and frequency of the activity undertaken.

Where checks have not been undertaken, a volunteer will never be allowed to work unsupervised or in regulated activity and a risk assessment will be undertaken (found in **Appendix C**)

20. Governors

Governors would not normally engage in regulated activity and therefore an enhanced DBS check without Barred list information will be the appropriate level of check. Where a governor is undertaking additional duties, for example, unsupervised and regular volunteer work with children, an enhanced DBS check with barred list information will be obtained. Checks will also be made that governors are not prohibited from management (Section 128 check). Confirmation checks will be retained and recorded on the College single central record.

21. Agency and Third Party Staff

We will only use agencies who operate a safer recruitment policy and supply written confirmation that all relevant checks are in line with DfE, Keeping Children Safe In Education have been successfully completed. Any information disclosed as part of the DBS check will be treated confidentially.

Identity checks will be carried out when the individual arrives at school to ensure that the person presenting themselves for work is the same person on whom the checks have been made. Confirmation of the checks from the agency will be retained and recorded on the College's single central record.

22. Contractors

We will ensure that any contractor, or any employee of the contractor, who is to work in College has been subject to the appropriate level of DBS check as required. Contractor engaging in regulated activity will require an enhanced DBS certificate (including barred list information).

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

Where confirmation of checks has been obtained, we will carry out identity checks when the individual arrives at College to ensure that the person presenting themselves for work is the same person on whom the checks have been made.

Confirmation of checks will be retained and recorded on the College's single central record.

Related Policies and Procedures

- DBS Policy
- Equality and Diversity Policy for Staff
- Safeguarding Children and Adults Policy

Appendix A - Positive DBS Disclosure Risk Assessment

This form will be completed in cases where 'unprotected' information about criminal history is disclosed on the DBS certificate and/or as part of the self-disclosure for any person who a conditional offer has been made or is seeking to volunteer.

Name of applicant	
Position applied for	
Level of Disclosure	
Disclosure Number	
Date of Disclosure	
Date original certificate seen	
Name of SLT completing this risk assessment	
SLT position	
Date risk assessment completed	

Without detailing the actual offence, this risk assessment will be completed to inform the decision as to whether to withdraw a conditional offer or to appoint.

Factors to Consider	Notes / Evidence	Risk – Low / Medium / High
What is the nature, seriousness and relevance of the offence?		
How long did it occur?		
Was it a one off or part of a history of offending behaviour?		
What were the circumstances of it being committed?		
Has there been any changes to the applicant's personal circumstances?		
What is the country of conviction?		
Has the offence since been decriminalised?		
What is the applicant's perspective and do they show any remorse?		
Is the information on the DBS certificate consistent with the self-disclosure?		

Are there any additional factors to consider e.g. access to children with additional vulnerabilities, duties or the seniority of the apposition applied for, level of supervision		
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Decision-making process

Record the key points, name and position, and date of any discussion or consultation with any appropriate persons as part of the decision-making process e.g. HR Manager, MCC Designated Officer	
Date of discussion:	
Name:	
Position:	
Summary of discussion:	
Date of discussion:	
Name:	
Position:	
Summary of discussion:	

Decision Making Guide

High Risk: The offence is recent and of a serious nature and is relevant to the post applied for. It may also be part of a history of offending behaviour. The information is inconsistent with the self-disclosure.

Medium Risk: The offence was committed a long time ago and is not of a serious nature or relevant to the post applied for. All other vetting checks have been completed and are satisfactory. The applicant shows remorse. The information is consistent with self-disclosure. The applicant does not have any previous experience of working with children.

Low Risk: The offence was committed a long time ago and is not of a serious nature or relevant to the post applied for. All other vetting checks have been completed and are satisfactory. The applicant shows remorse. The information is consistent with the self-disclosure. The applicant has previous experience of working with children and professional referees in an appropriate position to comment on the applicant's suitability to work with children do not have any concerns. The offence may have since been decriminalised and or in the case of overseas checks, would not be considered an offence had it occurred in England.

Outcome of positive disclosure risk assessment: Low/Medium/High

Decision: Withdraw conditional offer/Appoint

Rationale:

Signature:

Date:

Appendix B – Risk Assessment for Volunteers and Visitors to College without DBS Clearance

Name of Visitor	
Company/Organisation represented by the Visitor	
Department visiting	
Purpose of visit	
Date of visit	
Time and duration of visit	
Loreto staff contact	
Number of students in contact with the Visitor	
Class/Group being visited	
Member of staff who will supervise the Visitor	
Are you aware of any reason why this Visitor should not have contact with Loreto students?	

I confirm that the above named Visitor will not have unsupervised access to Students and Vulnerable Adults and will be accompanied at all times by a member of Loreto staff.

Signature of Loreto Staff Contact: Date:	Print Name:
Signature of Visitor Supervisor: Date:	Print Name:

Visit Approval

Deputy Principal's Signature Date:	HR Manager's Signature Date:
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Please do not confirm to the visitor that they can attend College until this form has been completed by all required signatories

Appendix C – Regulated Activity without a DBS Risk Assessment

This form will be completed in the instance that there is a requirement for an appointed individual to start work in regulated activity before their DBS certificate is available.

Name of individual	
Date of interview	
Position	
Proposed start date	

Reason for considering commencement of employment in regulated activity prior to receiving DBS clearance

Pre-employment checklist (add dates completed):	
Children's barred list check	
Asylum & Immigration check completed	
DBS application completed	
Qualifications verified	
Satisfactory references received	

Tasks on Job Description		
Not to be undertaken without DBS check •	Reason •	
To be undertaken with supervision or in a modified form •	Nature of supervision •	
To be undertaken independently •		
Signature	Date	Comments
Safeguarding Lead		
HR Manager		
Principal		