

HAYDON SCHOOL

RECRUITMENT SELECTION POLICY AND PROCEDURE

2020

Issue No: 3 Author: Mrs C Whitehead

RECRUITMENT SELECTION POLICY AND PROCEDURE

RECRUITMENT SELECTION POLICY AND PROCEDURE

1. Introduction

- 1.1 The Headteacher and Governing Body of Haydon School regard its staff as its most important asset. The school is committed to safeguarding and promoting the welfare of children and young people and requires all staff and volunteers to demonstrate this commitment in every aspect of their work. It is the duty of the Headteacher to try to ensure an adequate supply of suitably qualified and experienced staff to meet the school's human resource requirements and to deliver the school development plan.
- 1.2 The appointment of all employees will be made on merit and in accordance with the provisions of Employment Law, Keeping Children Safe in Education and the school's Equality and Diversity Policy.
- 1.3 The Governing Body and the Headteacher will ensure that people are treated solely on the basis of their abilities and potential, regardless of race, colour, nationality, ethnic origin, religious or political belief or affiliation, trade union membership, age, gender, gender reassignment, marital status, sexual orientation, disability, socio-economic background, or any other inappropriate distinction.
- 1.4 We will comply with the requirements of Keeping Children Safe in Education Part 3 with regards to DBS and other pre-employment checks.
- 1.5 The Recruitment and Selection process must be followed for every vacancy and a checklist is shown in Appendix D.
- 1.6 The procedure for the appointment of the Headteacher, and Deputy Heads differs from that of other staff.

2. Delegation of Appointments and Constitution of Appointment Panels

- 2.1 The Governing Body normally delegates the power to offer employment for all posts below the level of Teaching and Learning 1D to the Headteacher.
- 2.2. Governors monitor and keep records of ethnicity of all applicants for every post (See Appendix A).
- 2.3 No Governor is to be excluded from being involved in staff appointments, unless there is a conflict within the interest of the Governor and the Governing Body.
- 2.4 Selection panels will comprise a minimum of two people (normally three). In accordance with the statutory requirement, every selection panel will have at least one member who has undertaken Safer Recruitment Training. At least one member will have undertaken general recruitment or equalities training.

3. Advertising

3.1 All vacant posts will be advertised to ensure equality of opportunity and encourage as wide a field of candidates as possible. This will normally mean placing an advertisement externally and internally. However, where there is a reasonable expectation that there are sufficient, suitably qualified internal candidates, or staff are at risk of redundancy, vacancies may be advertised internally.

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3.2 The Headteacher may appoint internally after internal advertisement. In cases of internal advertisement the details will be posted, in writing, on the staff notice board(s), and put into The Knowledge giving at least five working days for applications to be made.

4. Information for Applicants

All applicants for vacant posts will be provided with:

- 4.1 A Job Description outlining the duties of the post and an indication of where the post fits into the organisational structure of the school. A person specification may also be provided.
- 4.2 An Application form. CVs will not be accepted.
- 4.3 Notification that the appointment is subject to an enhanced DBS check, satisfactory reference and medical clearance.
- 4.4 Information about the School and Other General Information:
 - a description of the school relevant to the vacant post
 - statement about access to the school for applicants who may wish to see it or who
 may wish to consult the Headteacher or Deputy Head before making an application
 - a statement that canvassing any member of staff, or member of the Governing Body, directly or indirectly, is prohibited and will be considered a disqualification
 - reference to the school's policy on Equality and Diversity
 - reference to the Child Protection/Safeguarding Policy
 - the name of any person who will be available to provide additional information about the post
 - the closing date for the receipt of applications
 - salary level of the post
 - DBS and other pre-employment requirements

5 Shortlisting and Reference Requests

- 5.1 Shortlisting is the responsibility of the Headteacher or the member of staff with delegated responsibility. Other relevant staff may be involved in the shortlisting. The criteria for selection will be consistently applied to all applicants. The selection panel will agree the candidates to be called for interview.
- 5.2 The Selection Panel request up at least two references on each short listed candidate. For teaching posts the references will, where appropriate, include the applicant's current Headteacher. If a candidate for a post working with children is not currently employed as a teacher, a reference will be sought from the most recent employment working with children to confirm details of their employment and their reasons for leaving.
- 5.3 Reference requests will ask the referee to confirm:-
 - The referee's relationship to the candidate
 - Details of the applicant's current post and salary
 - Performance history and conduct
 - Any disciplinary action involving the safety and welfare of children, including any in which the sanction has expired
 - Details of any substantiated allegations or concerns relating to the safety and welfare of children

- Whether the referee has any reservations as to the candidate's suitability to work with children. If so, the school will ask for specific details of the concerns and the reasons why the referee believes the candidate may be unsuitable to work with children.
 See Appendix B & C
- 5.4 References are the "property" of the selection panel and strict confidentiality will be observed. Employer testimonials or 'bearer references' i.e. those provided by the candidate and/or marked to 'whom it may concern' will not be accepted. References must be in writing and be specific to the job for which the candidate has applied. The selection panel will not accept references from relatives or people writing solely in the capacity as a friend of the candidate for any post. References will be verified and any discrepancies will be discussed with the candidate at interview.
- 5.5 Short-listing will be based only on substantial information. The **job description and the person specification** will be used to set the criteria and standards for inclusion on the long-list and for reducing this to the shortlist of candidates to be invited for interview.
- 5.6 If the field of applicants is felt to be weak the selection panel may recommend that the post is re-advertised.
- 5.7 If shortlisted, candidates will be notified by telephone, e-mail or letter.
- 5.8 The selection process may include some or all of the following:
 - Interview
 - Teaching a class
 - A presentation
 - In tray exercise
 - Psychometric testing
 - Student panel
 - Internet search on candidates or any other relevant activities.
- 5.9 Internal candidates will be expected to be part of the whole process of the day when external candidates are involved.
- 5.10 If all candidates are internal then they will be entitled to a non-contact period immediately before their selection process starts (e.g. if the interview is period 5, the candidate will be given period 4 as a non-contact period).
- 5.11 NB: Internal candidates will not be eligible to apply if they already hold a Teaching & Learning Responsibility unless they are prepared to give up that Responsibility.

6. Interviews

6.1 The format, style and duration of the interviews are matters for the Headteacher to decide in consultation with any governors involved in the process but the following will be adhered to:-

6.1.1 **Briefing:**

All candidates will be given relevant information about the school to enable the candidate to make further enquiries about the advertised job.

6.1.2 The formal interview:

Before the interviews the selection panel will agree on the interview format. The questions asked will be aimed at obtaining evidence of how each candidate meets the requirement of the job description and the person specification and each candidate will be assessed against all of the criteria for the post. The same areas of questioning will be covered for each applicant and no questions which would discriminate directly or indirectly on protected characteristics under the Equality Act 2010 will be asked. The selection process for every post, will include exploration of the candidate's understanding of child safeguarding issues. The interview will also include a discussion of any convictions, cautions or pending prosecutions, other than those protected, that the candidate has declared and are relevant to the prospective employment.

- 6.1.3 Before the interviews the selection panel will agree the structure of the interview, determining which area of interest each interviewer will cover and the approximate time allocation.
- 6.2 The recruitment documentation will be retained for six months from the date of interview. Under the Data Protection Act 1998, applicants have the right to request access to notes written about them during the recruitment process. After six months all information about unsuccessful candidates will be securely destroyed.

7. Offer of Appointment by the Selection Panel

7.1 The offer of employment by the selection panel and acceptance by the candidate is binding on both parties subject to verification of right to work in the UK, qualifications requirements, satisfactory DBS Enhanced Disclosure, teacher prohibition and barred list checks, pre-employment medical screening and satisfactory references. The successful candidate will be informed, normally by offer letter, that the appointment is subject to satisfactory completion of these checks.

8. Personnel File and Single Central Record

- 8.1 Recruitment and selection information for the successful candidate will be retained securely and confidentially for the duration of his/her employment with the school including:
 - Application form signed by the applicant
 - Interview notes including explanation of any gaps in the employment history
 - References minimum of two
 - Internet search on candidate results
 - Proof of identity
 - Proof of right to work in the UK
 - Proof of relevant academic qualifications
 - Certificate of Good Conduct (where applicable)
 - Evidence of medical clearance from the occupational Health Service
 - Evidence of DBS clearance, Barred List and Teacher Prohibition checks
 - Offer of employment letter and signed contract of employment.
 - 8.2 The school will maintain a Single Central Record of employment checks in accordance with Keeping Children Safe in Education.

9. Start of Employment and Induction

- 9.1 The pre-employment checks listed in paragraph 7.1 above must be completed before the employee starts work. Exceptions will only be made in circumstances where a risk assessment has been undertaken. Exceptions will never be made in the case of the Barred List and Teacher Prohibition checks.
- 9.2 All new employees will be provided with an induction programme which will cover all relevant matters of school policy but in particular safeguarding and promoting the welfare of children.

10. Recruitment of Supply Staff, Governors and Contractors

10.1 Supply Staff

Full details (see below) of the supply teacher are sent to the Cover Manager from the Supply Agency.

- Name of teacher
- Confirmation of placement
- NI number
- Date of birth
- Photo ID
- Qualification verified
- Qualified Teacher Status
- Teacher reference number
- Prohibition order check completed
- MPS scale point
- Satisfactory and verified references
- Barred List/List 99 check
- Eligibility to work in the UK
- Childcare disqualification declaration form completed
- DBS enhanced disclosure
 - Number
 - o Date
 - o Online registered
 - Online checked
 - Listed convictions or cautions
 - Any additional information
- Overseas police check
 - o Number
 - o Issue date

The agency are responsible for obtaining references for the supply staff and copies of which can be supplied if requested.

On arrival at the school the Cover Manager takes a copy of the supply teachers DBS together with photographic ID. If the supply teacher is on the DBS update system the supply teacher must sign a consent form. The cover manager then completes an online check via the Update Service.

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The Personnel Assistant updates both SIMS and the Single Central Record.

Details are held in a file in a locked cabinet and updated at least three times per year.

10.2 Governors

On appointment Governors complete a DBS application supplying the necessary documentation, once received details are updated on the Single Central Record including their appointment date and term of office.

10.3 Contractors

DBS details are received from the Director of Finance and Operations and updated onto the Single Central Record.

For on-site catering and cleaning staff it is the employing company's responsibility to ensure all staff have up to date DBS documentation, details are supplied to Personnel then updated onto the SCR.

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APPENDIX A

SUMMARY OF JOB VACANCY APPLICANTS

Vacancy	Number of Applicants	Gender	Ethnic Origin	Age

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Appendix B – Teaching Staff Reference Form and Letter

Haydon School

[Date]

PRIVATE & CONFIDENTIAL

Dear [insert name]

Wiltshire Lane, Eastcote
Pinner, Middlesex, HA5 2LX
Telephone: 020 8429 0005
Fax: 020 8868 2091
info@haydonschool.org.uk
www.haydonschool.com

Headteacher: Mr R Jones BSc(Econ) MBA NPQH

Reference request for [name of applicant]

[Name of applicant] has recently made an application for the post of your name as a referee. A copy of the job description is enclosed.

I would be grateful if you could provide the information requested on the [enclosed or attached] proforma. Candidates will be interviewed on [date] and it would be much appreciated if I could have your reply by [date]. It would be appreciated if you would also post an original signed copy to the above address.

I should like to thank you in advance for your co-operation.

Yours sincerely

Gillian McAuliffe Personnel



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Reference Request Form: Teaching Staff

Applicant name:	
Post applied for:	
Name of referee:	
Job title of referee:	
Referee's employer:	
detailed on this reference request.	name] has the explicit consent of the applicant to request the information e. Please refer to a copy of the signed consent included with the reference stions indicating "none" or "not applicable" or "not known" where
Your relationship to the a	applicant (e.g. employer, line manager, etc.).
In what capacity is/was t	the applicant employed? Please enclose a job description if possible.
What is the applicant's c	current pay (or pay at the time they left employment with you)?
If the applicant has left y	our employment, please give the reason.
(Exceptions Order 19	l activity" and is exempt from the Rehabilitation of Offenders Act 1974 975). Therefore, it is essential that you let us know if, for any reason, you the employment of this person in a School setting where they will come ildren. Do you have any concerns?
No: Ye	s: (Please enclose details separately under confidential cover)

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Was there any disciplinary action pending or any current disciplinary sanctions against the applicant when they left your employment?
No: Yes: (Please enclose details separately under confidential cover)
Are there any disciplinary procedures, allegations or concerns which the applicant has been the subject of, involving issues related to safety and welfare of children or young people, including anywhere the disciplinary sanction may have expired.
Please provide details of the allegations investigated, the conclusion and how the matter was resolved.
No: Yes: (Please enclose details separately under confidential cover. Cases in which an allegation was proven to be unsubstantiated, unfounded or malicious should not be included).)
Has the applicant been subject to any capability proceedings in the last two years?
No: Yes: (Please enclose details separately under confidential cover)
Would you re-employ the applicant in the same job as they currently hold or held?
No: Yes:
Would you be prepared to appoint the applicant to a similar post in your organisation?
No: Yes:
Between what dates was the applicant employed by you?

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Area	Outstanding	Good	Satisfactory	Poor	Not known/ applicable/ relevant
Reliability in meeting deadlines and completing a course of action					
Punctuality					
Working energetically and calmly with others, delegating appropriately					
Subject knowledge					
Positive relationships with and respect from pupils					
Maintaining and promoting positive behaviour among pupils in accordance with the school behaviour policy					
Planning and teaching lessons and achieving target levels of pupil attainment and progress					
Assessment, monitoring, and reporting on the learning needs, progress and achievements of pupils					
Setting and marking pupils' work in accordance with school policy					
Maintaining a well-managed and stimulating classroom/learning environment					
Showing initiative on curriculum and/or policy development in such a way as to support the school's values and vision					
Promoting the safety and well-being of pupils in accordance with the school's Child Protection Policy					
Knowledge of Safeguarding					

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Managing support staff effectively			
Proactively reviewing own performance, positively accepting and acting on advice for improvement			
Seeking out learning opportunities and positively addressing own professional development			
Professional communication and relationships with pupils, parents, carers and colleagues in accordance with the school ethos, policies and practice			
Contribution to the wider life and ethos of the school			
Team work and contribution to implementing workplace policies and practice and to promoting collective responsibility for their implementation			

Include this section only if appropriate

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Contact: Robert Jones

Area	Outstanding	Good	Satisfactory	Poor	Not Known/ applicable/ relevant
Extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning for all learners to achieve their potential.					
Extensive knowledge and well-informed understanding of the assessment requirements and arrangements for the subjects/curriculum applicant teaches, including those related to public examinations and qualifications.					
More developed knowledge and understanding than a main pay range teacher of subjects/ curriculum areas and related pedagogy including how learning progresses within them.					
Sufficient depth of knowledge and experience to be able to give advice to colleagues on the development and well-being of children and young people.					
Flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well-matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.					
Providing coaching and mentoring to other teachers, giving advice to them and demonstrating to them effective teaching practice in order to help them develop their teaching practice.					

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Playing a critical role in the life of the school.			
Making a distinctive contribution to the raising of pupil standards.			

It would be helpful if you would enclose a further statement giving your opinion of the applicant's suitability or otherwise for this post, including any other information about this applicant that you think would help the selection panel.

I understand that:

I have a responsibility to ensure that the reference is accurate and does not contain any misstatement and nothing significant is omitted.

The content of the reference may be discussed with the applicant.

The applicant may request and be granted access to the reference.

Signed:	
Name:	
Date:	
Official Stamp: Please also send a covering letter on headed paper	

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Appendix C – Support Staff Reference form & Letter

Haydon School

[Date]

PRIVATE & CONFIDENTIAL



Wiltshire Lane, Eastcote Pinner, Middlesex, HA5 2LX Telephone: 020 8429 0005 Fax: 020 8868 2091 info@haydonschool.org.uk www.haydonschool.com

Headteacher: Mr R Jones BSc(Econ) MBA NPQH

Dear [insert name]

Reference request for [name of applicant]

[Name of applicant] has recently made an application for the post of [job title] and has given your name as a referee. A copy of the job description is enclosed. I would be grateful if you could provide the information requested on the [enclosed or attached] proforma.

Candidates will be interviewed on [date] and it would be much appreciated if I could have your reply by [date]. It would be appreciated if you would also post an original signed copy to the above address].

I should like to thank you in advance for your co-operation. Yours sincerely

Gillian McAuliffe Personnel

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Reference Request Form: Support Staff

Applicant name:	
Post applied for:	
Name of referee:	
Job title of referee:	
Referee's employer:	
detailed on this reference request.	name] has the explicit consent of the applicant to request the information e. Please refer to a copy of the signed consent included with the reference stions indicating "none" or "not applicable" or "not known" where
Your relationship to the	applicant (e.g. employer, line manager, etc.).
In what capacity is/was	the applicant employed? Please enclose a job description if possible.
What is the applicant's of	current pay (or pay at the time they left employment with you)?
If the applicant has left y	our employment, please give the reason.
(Exceptions Order 1) have concerns about	d activity" and is exempt from the Rehabilitation of Offenders Act 1974 975). Therefore, it is essential that you let us know if, for any reason, you the employment of this person in a School setting where they will come ildren. Do you have any concerns?
No: Ye	es: (Please enclose details separately under confidential cover)
Was there are dissisting	any action manding or any approach disciplinate constitute assistant as a Property
when they left your	ry action pending or any current disciplinary sanctions against the applicant employment?
No: Y	es: (Please enclose details separately under confidential cover)
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Are there any disciplinary procedures, allegations or concerns which the applicant has been the subject of, involving issues related to safety and welfare of children or young people, including anywhere the disciplinary sanction may have expired.				
Please provide details of the allegations investigated, the conclusion and how the matter was resolved.				
No: Yes: (Please enclose details separately under confidential cover. Cases in which an allegation was proven to be unsubstantiated, unfounded or malicious should not be included).)				
Has the applicant been subject to any capability proceedings in the last two years?				
No: Yes: (Please enclose details separately under confidential cover)				
Would you re-employ the applicant in the same job as they currently hold or held?				
No: Yes:				
Would you be prepared to appoint the applicant to a similar post in your organisation?				
No: Yes:				
Between what dates was the applicant employed by you?				

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Area	Outotan din -	روعم	Catisfastas	Desi	Not known/
Area	Outstanding	Good	Satisfactory	Poor	applicable/ relevant
Reliability in meeting deadlines and completing a course of action					
Punctuality					
Managing time effectively					
Knowledge, skills and level of competence					
Accuracy and appropriateness of written communication e.g. report and letter writing					
Working energetically and calmly with others, delegating and communicating appropriately					
Resilience when facing problems or difficulties					
Exercising responsibility and showing initiative					
Managing other staff effectively					
Showing initiative and taking positive action towards continuous improvement in job role and more widely					
Proactively reviewing own performance, positively accepting and acting on advice for improvement					
Positive relationships with children					
Behaviour management in accordance with School policy					
Understanding of child protection and safeguarding issues					

It would be helpful if you would enclose a further statement giving your opinion of the applicant's suitability or otherwise for this post, including any other information about this applicant that you think would help the selection panel.

I understand that:

I have a responsibility to ensure that the reference is accurate and does not contain any misstatement and nothing significant is omitted.

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The content of the reference may be discussed with the applicant.

The applicant may request and be granted access to the reference.

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Appendix D – Recruitment & Selection Process Checklist

Vacancy/Job Title:

Recruitment and Selection Process Checklist

This checklist provides the lead administrator with a step by step process for all aspects of recruitment and selection.

Name of Lead Administrator:				
Job Title of Lead Administrator:				
Recruiting Manager Action	Useful Recourses	Initials	Date	
Identify Vacancy				
Assess job requirements i.e. hours, working pattern, location, job description.	3			
If significant changes apply, consider job evaluation.	Descriptions and Job Evaluations			
Consider potential alternatives i.e. reallocation of work tasks/is there scope for employing an apprentice?				
Organise Shortlisting and Interview Panel and Establish Timeline for Recruitment				
The panel should agree criteria for shortlisting based on the essential and desirable criteria for the post, which should be consistently applied to all applicants.	Haydon School Recruitment Selection Policy and Procedure			
Produce Advert, Job Application Infor	mation			
Job description and other documents to be provided to applicants reviewed and updated. Application form seeks all relevant information and includes relevant statements about references, etc.	Haydon School Recruitment Selection Policy and Procedu	ıre		
Advertisement includes reference to safeguarding policy, i.e. statement of commitment to safeguarding and promoting welfare of children, and need for successful applicant to be DBS checked.	Application Forms, Advertisement			

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At least one member of the interview panel must have undertaken safer recruitment training.	Section O: In line with Keeping Children Safe in Education statutory guidance		
Shortlist Applicants			
On receipt, equality monitoring information must be separated from applications. The panel will scrutinise applications – any discrepancies/ anomalies/gaps in employment noted to explore if candidate considered for short listing. Document clearly reasons for selection.	Haydon School Recruitment Selection Policy and Procedure		
Request References			
To be sought directly from referees on shortlisted candidates. Ask recommended specific questions. Include statement about liability for accuracy.	Reference Request Letter Template		
Receive References			
References should be checked against information on application; any discrepancy/issue of concern noted to take up with applicant.			
Confirm Interview Date/Time and Issu	e Invitations		
Include all relevant information and instructions. Send candidate Criminal Record Disclosure Form. Enclose an information pack where necessary.	Haydon School Recruitment Selection Policy and Procedure		
Interview Process			
Interview panel agree interview format such as appropriate interview questions, or any other assessment methods. Candidates must be treated equally and assessment criteria must not directly or indirectly discriminate on protected characteristics under the Equality Act 2010. Candidates must be assessed on their understanding of child safeguarding issues. Interview panels are strongly advised to have at least two interviewers and panel members	Model Invitation to Interview Letter Haydon School Recruitment Selection Policy and Procedure		

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should have authority to offer conditional employment.				
Identity Declarations and Qualification	Checks			
Identity and qualifications of candidates should be verified on the day of interview by scrutiny of appropriate original documents.				
Candidates are requested to bring:				
Completed signed application form (if application was sent by e-mail)				
Birth certificate / driving licence / passport (any two of these)				
Utility bill / bank statement showing present address, issued within the last three months	Section B: DBS, SCR and			
Educational and professional qualifications declared as part of your application.	Disqualification Checks			
Completed Criminal Convictions Disclosure Form				
Declarations form provided to panel in a sealed envelope.				
Copies if the original documents are taken (for unsuccessful candidates personal documentation from above is shredded once the applicants have been informed of the outcome of the interview process)				
Offer/Decline				
Offer of appointment made subject to satisfactory completion of the preappointment checks and probationary period where applicable.				
DBS can be completed on the day of appointment in the Personnel Office or Personnel can complete the first part of the process and the applicant receives password and login details to complete their part of the application process independently.	Model Offer Letter Template			

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DBS cannot be completed if there is a gap of more than three months before the start date.
Personnel receive confirmation that the DBS has been issued via an e-mail.
The applicant will receive the original DBS to their current address within seven to ten working days.
The applicant is asked to bring the original DBS into Personnel so that they can update on the DBS Portal that they have seen the original document and that it contains no information. If a DBS is received that contains information this needs to be escalated to the Headteacher immediately. A positive DBS risk assessment needs to be completed by the Headteacher and/or Chair of Governors.
Agree whether feedback will be provided on request.
Inform unsuccessful candidates.
Send offer letter to successful candidate with documentation for completion.

Undertake Necessary Checks

Create a record on the Single Central Record and create a personnel file for new starter.	
a) Application form	
b) Interview notes	
c) References (if not obtained and scrutinised previously)	
d) Identity (should be verified at point of interview)	
e) Right to work in the UK (if not verified at point of interview)	

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f)	Qualifications (if not verified on day of interview)			
g)	Evidence of additional overseas checks (where applicable)			
h)	Medical clearance			
i)	Barred List and DBS check			
j)	Prohibition Order (if applicable)			
k) Evidence of QTS (teachers only)				
l)	Statutory induction (for teachers who obtained QTS after 7 May 1999)			
m) Evidence of Section 128 Direction (if applicable)				
n)	Disqualification (for work with children up to 8 years old)			
Finalise Contract and Input on EPM Portal				
	nd copy of application form to EPM to ry out further checks on our behalf.			
Plan Induction				
It is important that a thorough induction is scheduled for the new starter.		Induction Policy		
Retention of Documents				
uns	recruitment documents relating to successful candidates should be kept for nonths, and then securely destroyed.			
suc	rain a copy of this checklist in the cessful candidate's personnel file for ord.			

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Document History

Date	Issue	Status	Comments
Jan 08	1	Draft	To Personnel Committee
March 09	2	Draft	To Personnel Committee
June 09	2	Final	To Full Governing Body Accepted
June 2012	2	Update	To Personnel committee 18.06.12 Approved. To FGB for information. Accepted
September 2012	2	Update	Update of contact in header only 26.09.12
January 2016	3	Update	Updated in line with EPM Model – To Personnel Committee 19.01.16. Accepted To FGB05.02.16 for Information.
January 2019	4	Update	Appendix D added. To Personnel committee 07.02.19 Accepted to FGB 04.03.19
February 2020	5	Update	To Personnel Committee 11.02.20. Approved. To FGB 02.03.20 for information only.

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