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St Paul's Cathedral School

Staff Recruitment

(Adopted from ISEB and includes Appraisal procedure)

September 2020

AIMS & PRINCIPLES

St Paul's Cathedral School is a Christian, co-educational community which holds to the values of love, justice, tolerance, respect, honesty, service and trust in its life and practice, to promote positive relationships throughout the school community and where the safety, welfare and emotional well-being of each child is of the utmost importance.

The school aims to instil a love of learning through a broad curriculum. It aims to give each pupil the opportunity to develop intellectually, socially, personally, physically, culturally and spiritually. All pupils are encouraged to work to the best of their ability and to achieve standards of excellence in all of their endeavours.

Through the corporate life of the school, and through good pastoral care, the school encourages the independence of the individual as well as mutual responsibility. It aims to make its pupils aware of the wider community, espouses the democratic process and encourages a close working relationship with parents and guardians.

References

ISI Handbook for the Inspection of Schools

<https://www.isi.net/site/downloads/HandbookInspectionFramework201701.pdf>

DfE Statutory Guidance 'Keeping Children Safe in Education', September 2020

<https://www.gov.uk/government/publications/keeping-children-safe-in-education--2>

1. General

St Paul's Cathedral School ("the School") is committed to ensuring the best possible environment for the children and young people in its care. Safeguarding and promoting the welfare of children and young people is our highest priority.

The School aims to recruit staff that share and understand our commitment and to ensure that no job applicant is treated unfairly by reason of a protected characteristic as defined within the Equality Act 2010.

All queries on the School's Application Form and recruitment process must be directed to the Head.

2. Scope of this Policy

The Recruitment, Selection and Disclosures Policy and Procedure herewith refers and applies to staff directly recruited and employed by the School. In the Education (Independent Schools Standards) (England) Regulations 2010, staff are defined as:

Any person working at the School whether under a contract of employment, under a contract for services or otherwise than under a contract, but does not include supply staff or a volunteer.

In the case of agency or contract workers, the School shall obtain written confirmation from the agency or company that it has carried out the appropriate checks. The school conducts identity checks on agency and contract workers on arrival in school and, in the case of agency workers which includes supply staff, the school must be provided with a copy of the DBS check for such staff.

Any staff who TUPE transfer into the School's staff, will be required to undertake the statutory requirements with regard to safer recruitment checks.

3. Advertising

All roles will be advertised in recognised national media, and in the case of teaching posts most likely in The Times Education Supplement and will reference the School's safeguarding and equal opportunities policy. Existing staff will also be notified of vacancies.

4. Application Form

The School will only accept applications from candidates completing the relevant Application Form in full. CVs will not be accepted in substitution for completed Application Forms.

The School will make candidates aware that all posts in the School involve some degree of responsibility for safeguarding children,. . Candidates for employed posts will receive a Job Description and Person Specification for the role applied for.

Importance of Legally Accurate Answers in your Application

As the position for which candidates are applying involves substantial opportunity for access to children, it is important that applicants provide the School with legally accurate answers. Upfront disclosure of a criminal record may not debar a candidate from appointment as the School shall consider the nature of the offence, how long ago and at what age it was committed and any other relevant factors. Information should be submitted in confidence enclosing details in a separate sealed envelope which will be seen and then destroyed by the Head/Bursar. If candidates would like to discuss this beforehand, they are asked to please telephone in confidence to the Head/Bursar for advice.

Disclosures

Any unspent convictions, cautions, reprimands or warnings must be disclosed to the School. However, amendments to the Exceptions Order 1975 (2013) provide that certain spent convictions and cautions are 'protected' and are not subject to disclosure to employers, and cannot be taken into account. Guidance and criteria on the filtering of these cautions and convictions can be found at the Disclosure and Barring Service website.

The successful applicant will be required to complete a Disclosure Form from the Disclosure and Barring Service ("DBS") for the position. Additionally, successful applicants should be aware that they are required to notify the school immediately if there are any reasons why they should not be working with children.

The Childcare (Disqualification) Regulations 2009 apply to those providing early years childcare or later years childcare, including before school and after school clubs, to children who have not attained the age of 8 AND to those who are directly concerned in the management of that childcare.

Requirement to inform the School of Changes in circumstances

The school takes its responsibility to safeguard children very seriously and any staff member and/or successful candidate who is aware of anything that may affect his/her suitability to work with children must notify the Bursar of the School immediately. This will include notification of any convictions, cautions, court orders, reprimands or warnings he/she may receive.

Application for waive of disqualification

Staff and/or successful candidates who are disqualified from childcare or registration, may apply to Ofsted for a waiver of disqualification. Such individuals may not be employed in the areas from which they are disqualified, or involved in the management of those settings, unless and until such waiver is confirmed. Please speak to the Bursar for more details.

Failure to Declare

Failure to declare by completion of the appropriate section in the application form of any convictions (that are not subject to DBS filtering) may disqualify a candidate for appointment or result in summary dismissal if the discrepancy comes to light subsequently.

Counter Terrorism and Security Act 2015

The School has a legal duty under section 26 of the Counter-Terrorism and Security Act 2015 to have 'due regard to the need to prevent people from being drawn into terrorism'. This is known as the Prevent duty. Schools are required to assess the risk of children being drawn into terrorism, including support for extremist ideas that are part of terrorist ideology. Accordingly, as part of the recruitment process, reference requests will include a question on extremism.

Disciplinary Offences

If the candidate is currently working with children, on either a paid or voluntary basis, the School will ask their current employer about disciplinary offences, including disciplinary offences relating to children or young persons (whether the disciplinary sanction is current or time expired), and whether the candidate has been the subject of any child protection allegations or concerns and if so the outcome of any enquiry or disciplinary procedure.

If the candidate is not currently working with children but has done so in the past, the School will ask the previous employer about those issues. Where neither the current nor previous employment has involved working with children, the School will still ask the current employer about the candidate's suitability to work with children. Where the candidate has no previous employment history, the School may request character references which may include references from the candidate's school or university.

False information

All candidates should be aware that provision of false information is an offence and could result in the application being rejected or summary dismissal by the School if they have been appointed, and a possible referral to the police and/or DBS.

Online Footprint and Social Media

The School does not routinely screen a candidate's online presence, for example social media, but reserves the right to do so either before appointment, or once employed. Candidates are warned that the School's own Code of Conduct and policy on the use of the Internet is rigorous and includes warnings that should a member of staff bring the school into disrepute, including on-line, then disciplinary action will be taken.

5. Invitation to Interview

The School will shortlist applicants according to the relevance and applicability of their professional attributes and personal qualities to the role. Short-listed applicants will then be invited to attend a formal interview at which his/her relevant skills and experience will be discussed in more detail.

All formal interviews will have a panel of at least two people chaired by the Head or Bursar. At least one person on the appointment panel will have undertaken safer recruitment training. The Chair of Governors should chair the panel for the Bursar's/Head's appointment. The interviewers involved will be required to state any prior personal relationship or knowledge of any of the candidates and a judgement will be made by the Chair as to whether or not an interviewer should withdraw from the panel. Should the Chair have a conflict of interest, the Vice Chair shall decide whether the Chair should withdraw from the panel.

The interview will be conducted in person and the areas which it will explore will include suitability to work with children.

All candidates invited to interview must bring documents confirming any educational and professional qualifications that are necessary or relevant for the post (e.g. the original or certified copy of certificates, diplomas etc). Where originals or certified copies are not available for the successful candidate, written confirmation of the relevant qualifications must be obtained by the candidate from the awarding body.

The School requests that all candidates invited to interview also bring with them the originals of:

1. A current driving licence, if they have one, including a photograph and a passport or a full birth certificate
2. A utility bill or financial statement issued within the last three months showing the candidate's current name and address
3. Relevant original certificates of qualifications
4. Where appropriate any documentation evidencing a change of name
5. Where the candidate is not a citizen of a country within the European Economic Area or Switzerland, proof of entitlement to work and reside in the UK.

Please note that originals of the above are necessary. Photocopies or certified copies are not sufficient.

Candidates with a disability who are invited to interview should inform the School of any necessary reasonable adjustments or arrangements to assist them in attending the interview.

Conditional Offer of Appointment: Pre-Appointment Checks

Any offer to a successful candidate will be conditional upon:

1. Receipt of at least two satisfactory references (if these have not already been received)
2. Verification of identity and qualifications including, where appropriate, evidence of the right to work in the UK
3. A satisfactory enhanced DBS check and if appropriate, a check of the Barred List maintained by the DBS
4. For a candidate to be employed a check that that the candidate is not subject to a prohibition order issued by the Secretary of State.
5. Verification of professional qualifications, where appropriate
6. Verification of successful completion of statutory induction period (for teaching posts - applies to those who obtained QTS after 7 May 1999);
7. Where the successful candidate has worked or been resident overseas checks are required by the Secretary of State for Education
8. Satisfactory medical fitness
9. Confirmation that the candidate is not disqualified from providing childcare under the Childcare (Disqualification) Regulations 2009. OR Receipt of a signed Staff Suitability Declaration form showing that the candidate is not disqualified from providing childcare under the Childcare (Disqualification) Regulations 2009.
10. Where the successful candidate will be taking part in the management of the school, a check will be carried out under section 128 of the Independent Educational Provision in England (Prohibition on Participation in Management) Regulations 2014. This applies to all Governors, Senior Management Team and teaching heads of department; and
11. For a candidate that has lived or worked outside the UK, an EEA check using the NCTL Teacher Services system for information about any teacher sanction or restriction.

It is the School's practice that a successful candidate must complete a pre-employment health questionnaire. The information contained in the questionnaire will then be held by the School in strictest confidence. This information will be reviewed against the Job Description and the Person Specification for the particular role, together with details of any other physical or mental requirements of the role i.e. proposed workload, extra-curricular activities, layout of the School.

The School is aware of its duties under the Equality Act 2010. No job offer will be withdrawn without first consulting with the applicant, considering medical evidence and considering reasonable adjustments.

6. References

The School will seek the references referred to in section 5 above for shortlisted candidates and will approach previous employers for information to verify particular experience or qualifications, before interview. If the candidate does not wish the School to take up references in advance of the interview, they should notify the School at the time of applying.

The School will ask all referees if the candidate is suitable to work with children.

The School will compare any information provided by the referee with that provided by the candidate on the Application Form. Any inconsistencies will be discussed with the candidate.

7. Criminal Records Policy

The School will refer to the Department for Education ("DfE") document, 'Keeping Children Safe in Education' and any amended version in carrying out the necessary required DBS checks.

The School complies with the provisions of the DBS Code of Practice, a copy of which may be obtained on request [or accessed here:

<https://www.gov.uk/government/publications/dbs-code-of-practice>].

There are limited circumstances where the school will accept a check from another educational institution which are as follows:

Where the new member of staff ("M") has worked in: -

- (a) A school or a maintained school in England in a position which brought M regularly into contact with children or young persons;
- (b) A maintained school in England in a position to which M was appointed on or after May 2006 and which did not bring M regularly into contact with children or young persons; or
- (c) An institution within the further education sector in England or in a 16 to 19 Academy in a position which involved the provision of education or which brought M regularly into contact with children or young persons,

during a period which ended not more than three months before M's appointment.

In these circumstances the school may apply for a disclosure but is not required to do so. A new, separate barred list check will be obtained.

8. If disclosure is delayed

A short period of work is allowed under controlled conditions, at the Head's discretion. However, if an 'enhanced disclosure' is delayed, a Head may allow the member of staff to commence work:

- Without confirming the appointment;
- After a Risk Assessment is carried out and signed by the Head or Bursar and the member of staff.
- After a satisfactory check of the barred list if the person will be working in regulated activity and all other relevant checks (including any appropriate prohibition checks) having been completed satisfactorily;

- Provided that the DBS application has been made in advance;
- With appropriate safeguards taken (for example, supervision);
- Safeguards reviewed at least every two weeks by the Head/Bursar and member of staff;
- The person in question is informed what these safeguards are; and
- It is recommended, but not a requirement that a note is added to the single central register and evidence kept of the measures put in place.
- The candidate will be asked to confirm that they understand their role with regard to safeguarding and child protection.
- *Refer to appendix 2.*

9. **Retention and Security of Records**

The School will comply with its obligations regarding the retention and security of records in accordance with the DBS Code of Practice and its obligations under its Data Protection Policy, and Safeguarding. Copies of DBS certificates will not be retained for longer than 50 years.

10. Recruitment of Volunteers and Governors

Volunteers are required to provide evidence of identity, and will at all times be accompanied by a member of staff. A risk assessment for each volunteer is conducted by the member of staff responsible for the volunteer, and is cross checked by the Bursar.

All volunteers who undertake a regulated activity complete the same checks as for members of staff. A regulated activity involves regular (three or more times) unsupervised work with children.

'Parent Volunteers', are a specific type of Volunteer who can help their own Chorister children with prep and music practice on the premises after school hours and may on occasion be unsupervised. Parent Volunteers are required to undergo a DBS check, and have safeguarding training and may only work with their own children.

Governors interested in serving the School will, in the first instance, have an informal interview with the Chair of Governors and with the Headmaster.

Should all parties wish to proceed, an outline of duties will be discussed.

A formal invitation to join the Governing body will be made by the Chair, and is provisional until the same checks are made as they would be for a member of staff.

Governors are elected for a fixed term, which may be extended by mutual agreement.

Governors must uphold the Aims and Values of the School.

Appendices

Appendix I

Policy on the Recruitment of Ex-Offenders

The School will not unfairly discriminate against any candidate for employment on the basis of conviction or other details revealed. The School makes appointment decisions on the basis of merit and ability. If an individual has a criminal record this will not automatically bar him/her from employment within the School. Instead, each case will be decided on its merits in accordance with the objective assessment criteria set out below.

All candidates should be aware that provision of false information is an offence and could result in the application being rejected or summary dismissal if they have been appointed, and a possible referral to the police and/or DBS.

Under the relevant legislation, it is unlawful for the School to employ anyone who is included on the lists maintained by the DBS of individuals who are considered unsuitable to work with children. In addition, it will also be unlawful for the School to employ anyone who is the subject of a disqualifying order made on being convicted or charged with the following offences against children: murder, manslaughter, rape, other serious sexual offences, grievous bodily harm or other serious acts of violence. It is also unlawful for the School to knowingly employ someone who works in the relevant settings and is disqualified from providing childcare under the Childcare (Disqualification) Regulations 2009.

It is a criminal offence for any person who is disqualified from working with children to attempt to apply for a position within the School. The School will report the matter to the Police and/or the DBS if:

- the School receives an application from a disqualified person;
- is provided with false information in, or in support of an applicant's application; or
- the School has serious concerns about an applicant's suitability to work with children.

In the event that relevant information (whether in relation to previous convictions or otherwise) is volunteered by an applicant during the recruitment process or obtained through a disclosure check, the School will consider the following factors before reaching a recruitment decision:

- whether the conviction or other matter revealed is relevant to the position in question;
- the seriousness of any offence or other matter revealed;
- the length of time since the offence or other matter occurred;
- whether the applicant has a pattern of offending behaviour or other relevant matters;
- whether the applicant's circumstances have changed since the offending behaviour or other relevant matters;
- in the case of disqualification from providing childcare, whether the applicant has or is able to obtain an Ofsted waiver from disqualification; and
- the circumstances surrounding the offence and the explanation(s) offered by the convicted person.

If the post involves regular contact with children, it is the School's normal policy to consider it too high risk to employ anyone who has been convicted at any time of any the following offences: murder, manslaughter, rape, other serious sexual offences, grievous bodily harm or other serious acts of violence, serious class A drug related offences, robbery, burglary, theft, deception or fraud.

If the post involves access to money or budget responsibility, it is the School's normal policy to consider it too high a risk to employ anyone who has been convicted at any time of robbery, burglary, theft, deception or fraud.

If the post involves some driving responsibilities, it is the School's normal policy to consider it a high risk to employ anyone who has been convicted of drink-driving.

Adopted September 2018

Appendix 2

St Paul's Cathedral School **Policy on staff commencing employment pending a DBS Disclosure**

Author/reviewer responsible:	Bursar	
Reviewed by:	Governing Body (Education Committee)	Date of last review: 10/18
Authorised by resolution of:	N/A	Date of authorisation: Date of next review:

Where a DBS Disclosure is required, it should ideally be obtained before an individual begins work. It must in any case be obtained as soon as practicable after the individual's appointment and the request for a DBS Disclosure should be submitted in advance of the individual starting work. Head teachers have discretion to allow an individual to begin work within their school pending receipt of the DBS Disclosure but should ensure that the individual is appropriately supervised and that all other checks (including a barred list check) have been completed. ISI regs and KCSIE Sept 2020

Appropriate supervision for individuals who start work prior to the result of a DBS Disclosure being known needs to reflect what is known about the person concerned, their experience, the nature of their duties and the level of responsibility they will carry. For those with limited experience and where references have provided limited information, the level of supervision required may be high. For those with more experience and where the references are detailed and provide strong evidence of good conduct in previous relevant work, a lower level of supervision may be appropriate. For all staff without completed DBS Disclosures it should be made clear that they are subject to this additional supervision. The nature of the supervision should be specified and the roles of staff undertaking the supervision spelt out. The arrangement should be reviewed regularly by the Bursar, at least every two weeks until the DBS Disclosure is received.

Procedure

If, for whatever reason, a new member of staff is about to start work, but the school has not yet received a DBS disclosure, then the following protocol will apply. It will normally be triggered two weeks before the due start date.

1. Attempts will be made to pursue the Disclosure, and the new member of staff will be informed of the delay.
2. A risk assessment will be undertaken to assess the level of risk posed to the welfare of pupils by the person starting work without a full disclosure. This will include an assessment of the standing and status of background information (e.g. Barred list check, prior employment history, nature of references); the nature of the job, and the amount of unsupervised access to children it entails; and recommendations for mitigating actions and controls to be imposed (e.g. no lone working with pupils).
3. The risk assessment will be submitted to the Headmaster (or, in his absence, the DSL, and or the Bursar), who will decide whether the person can be employed and, if so, any mitigating actions and controls to be put in place. This assessment must be completed and signed off before the person is permitted to commence employment at the school. The line manager responsible for the co-ordination of supervision of the new employee must sign to acknowledge and accept the measures that are to be put in place. A person who is permitted to start subject to mitigating actions/controls will be subject to a review of those arrangements after two weeks, and every two weeks thereafter until the Disclosure is obtained.

Risk Assessment for worker commencing employment prior to receipt of DBS clearance

Name:	Job Title:
Expected date of commencement: Date DBS check sent:	Details of previous DBS checks:
2 satisfactory references received:	Photographic ID/Proof of address seen:
Relevant Qualification Certificates received:	Application Form received/Gaps in work history fully explored:
Barred list check carried out (date):	
Additional relevant information:	

Have all other required pre-employment checks been made? YES/ NO

Add note here if relevant

Risk: Employee has not been thoroughly checked and may not be suitable to work with children.

Clarify perceived level of risk with reasons:

Low	Medium	High

The Head is content to exercise his/her discretion in accordance with paragraph 4.24 of *Every Child Matters* to employ the above named until such time as a DBS Disclosure is received on the understanding that all of the above recruitment checks are complete and the following arrangements are in place:

Measure	Tick if applicable
The above named will be supervised at all times by a current fully checked member of staff.	
The above named will not be placed in a situation where he/she is the only adult present with a child or group of children i.e. <i>Controlled Conditions</i> apply	
The above named has been made aware of the School's Safeguarding Policy	
These arrangements will be reviewed by the HR Department once every two weeks until such time as the Disclosure is received	
Additional measures:	

Confirmed by the Bursar: _____ Date:

Authorised by the Headmaster: _____ Date:

Line Manager: _____ Date:

I understand the limitations and supervision arrangements detailed above and will comply with these until I am notified that the school has received satisfactory DBS clearance

Signed

Date

Appendix 3

Recruitment checklist –Third party / agency worker

Contractor / agency worker / worker provided by third party

Name	
Type of work and predicted dates	
Agency / company providing worker	

	Tick and date where necessary	Comments
Agency confirmed in writing following checks in place:		
Reference 1		
Reference 2		
Barred List		
Prohibition from teaching check		
Enhanced DBS		
Overseas police check (if required)		
Medically fit to undertake work		
ID verified		
Copy of qualifications (if required)		
Risk Assessment required if DBS not in place for first day		
Issue relevant ID badge / advise sign in as visitor		

Single Central Register (log under contractors tab)		
IT requested (if required)		
Check ID on first day		
Arrange CP induction session for first day		
Check confirmation of receipt of induction training form if applicable		
Dependent on length or work and type of work assess whether level I CP training required		

Additional information :

Single Central Register

Evidence of the following are recorded in the School's Single Central Register

- Passport
- Photo ID (Driving Licence)
- DBS (Enhanced)
- Qualifications
- Medical Health – Self Declaration of Fitness to Work
- References (X2)
- KCSIE Part I (Evidence that it has been read)
- Right to Work in the UK

Appraisal Policy for Teaching and Support Staff

Independent Pre-Prep & Prep School for boys and girls

St Paul's Cathedral School, London

September 2017

Introduction

- 1 **Flexibility:** The appraisal process is applicable to you once you have completed your first year of employment. Teaching staff who are employed on a fixed term contract of one year or less are unlikely to be formally appraised. This procedure does not have contractual effect. There may be occasions when the School considers it appropriate to change or omit parts of the procedure.
- 2 **Amendments:** If the School amends the appraisal procedure from time to time, you will be given advance notice of the amendments.
- 3 **The purpose of appraisal:** The appraisal process in the School will be a supportive process designed to ensure that teaching and support staff have the skills and support they need to carry out their role effectively. It will help to ensure that staff are able to continue to improve their professional practice and to develop. It will assist in developing staff resources in a systematic way. The School is committed to implementing effective measures to monitor the performance of staff and their development.
- 4 **Training for appraisers:** The School will ensure that all appraisers will have sufficient training on the appraisal process and their role and responsibilities.

Appraisal process

- 5 **Personnel:** Appraisers will be appointed by the Head or the Bursar.
- 6 **Key stages to appraisal process**
 - 6.1 **Preparation:** Both the appraiser and the appraisee must prepare for the appraisal meeting in advance. The appraiser will gather information on performance. For teaching staff, may include (but is not limited to) a review of their personnel file, attendance records, lesson planning, marking, schemes of work, feedback from pupils, peers (where appropriate) and parents, performance of the department and the School as a whole. It will also include feedback from any lesson observations. For support staff, the appraiser will gather information on performance which may include (but is not limited to) a review of their personnel file, attendance records, performance of the department and the School as a whole. The appraisee should complete the self appraisal form in order to facilitate their preparations for the meeting. Appraisers will seek feedback from heads of department, line managers or other staff as appropriate to ensure a full picture particularly where a member of staff holds more than one role.
 - 6.2 **The appraisal meeting:** This will take the form of a formal review with your manager or head of department and will include consideration of the self appraisal form prepared by you. An appraisal form will be completed by the appraiser during the meeting. The appraisal meeting should be led by you and will provide an opportunity to discuss your performance, the role, your goals and aspirations and any other issues which you would like to discuss. During the meeting, objectives will be set for the forthcoming year. These will be determined by the appraiser following consultation with you. Objectives will be linked to your own personal development, departmental objectives, the School's strategic plans and the Teachers' Standards (for teaching staff). The objectives will be recorded in the finalised appraisal form and a copy will be kept by both you and the School.
 - 6.3 **Ongoing review and follow up:** Your objectives and progress will be reviewed during the year by your appraiser and review meetings will be held as appropriate. In the event that you are not meeting your objectives, this will be discussed with you

and the School will offer appropriate support or training. The School reserves the right to vary or replace objectives during the year should circumstances change.

- 7 **Timing:** All staff will be appraised once every two years and it is the appraiser's responsibility to arrange the review meeting with you which will be held at a convenient time for both the appraiser and appraisee. Sufficient notice will be given to enable you to prepare for the appraisal meeting. For teaching staff, teaching observations and follow up may take place throughout the year. There is flexibility to have a longer or shorter appraisal period when staff begin or end employment with the School.

Setting objectives

- 8 **SMART objectives:** The usual number of objectives each year will be between three and six. The objectives set will be Specific, Measurable, Achievable, Realistic and Time-constrained and will be appropriate to your role and level of experience. The appraiser will determine the objectives following consultation with you. Objectives may be revised if circumstances change.
- 9 **Recording objectives:** The objectives should be recorded in the appraisal form, which must be signed by the appraisee and the appraiser.
- 9.1 **Records:** The School will keep copies of all completed appraisal forms on your personnel file. You should also keep a copy of the appraisal form for your own records.

Link to pay

- 10 **Use of appraisals in setting pay:**

When setting pay the School will have regard to the outcome of the appraisal process for the current year.

Reviewing performance throughout the year

- 11 **Ongoing review:** The School may review the performance of teaching and support staff throughout the year in order to identify strengths and to identify areas for development.
- 12 **Observation:** For teaching staff, the ongoing review may include lesson observation. Observation will be carried out in a supportive fashion and may be planned or on a 'drop in' basis. The number of observations will be set by the School and will vary depending on the circumstances.
- 13 **Non-teaching responsibilities of teaching staff:** Teachers who have additional responsibilities in addition to their teaching may also have their performance in these areas observed through the year.
- 14 **Development and support:** The School will provide support, guidance and training to staff, particularly where areas of development have been identified as part of the appraisal process. Where development needs or concerns have been raised as part of the appraisal process, review meetings will be held with the appraisee to review progress against agreed objectives.

Link to Capability Procedure

- 15 **Capability Procedure:** Where serious concerns arise as part of the appraisal process or where there is a pattern of objectives not having been met, the School may instigate formal action under the Capability Procedure.