



HR Manager

Supporting Information



About the Red Kite Learning Trust

The Red Kite Learning Trust was founded to provide a supportive structure for schools working in partnership to help ensure all their young people can achieve success.

The Trust was formed in 2015 by three founding schools: Harrogate Grammar School; Otlands Junior School; and Western Primary School; whose aim is to work together to ensure Excellence for All.

We are delighted to subsequently welcome Rossett Acre Primary School who joined the Trust in November 2016, Crawshaw Academy who joined in March last year and most recently, Coppice Valley Primary School who joined in August 2017. In September 2018 we anticipate that 7 schools will join the Trust and so we will shortly be a family of 13 schools.



We are seeing the benefits for young people by working more closely together and as a secondary school, we have welcomed the insight and expertise that our primary colleagues have provided. We also relish the opportunities to share the specialist skills and knowledge of our own staff with colleagues in Key Stages 1 and 2 to add an extra dimension to primary provision in our Trust. We look forward to the Trust developing further over the years and providing even better provision for our young people. Being part of this Multi-Academy Trust provides additional security and opportunities for our staff and was a natural step for us as an existing 'Independent Academy Trust'.

The success of our schools is dependent on the quality, talent and commitment of our staff, which is why we want to make sure we recruit the right people who can share our values and vision.

Trust services

As a Trust, we offer a range of services that we have agreed to deliver centrally but tuned to the individual needs of partner schools. We have been working in this way for some years in terms of site and facilities management provision, so this is not new to us. As a Trust, we will continue to review the services we offer and are committed to making them responsive to individual school needs. The services we will provide as a MAT are:

- HR, Payroll and pensions administration
- Finance
- Procurement
- Facilities management service
- Health and safety guidance and audit
- Governance support and framework documentation
- IT systems support
- Grounds maintenance
- Educational Social work service
- Sport Development Partnership
- Music service

Red Kite Learning Trust (MAT) HR & Payroll Team

We are a friendly and supportive team of 8, made up of a Director of HR, HR Officer – Pay & Reward, HR Officer – General, HR Officer – Recruitment, 2 Admin Officers - HR and 2 Payroll Admin Officers. Between us we have over 100 years of HR and Payroll experience! But we continue to learn and develop as practitioners year on year, especially as the education landscape is forever changing; this is a busy, dynamic and exciting environment to work in.

As within many public sector teams, there are specific policies, terms and conditions we need to work with and within these there are lots of variations and complications which test our knowledge. Looking after around 600 staff across the 6 schools can be complex - especially as we provide the full range of HR services from Induction to Exit and everything else in between.

The difference you could make to our team is significant as we want to further develop our offer for professional HR Services as well as the processes and systems we use. We are building the capacity to grow even more as the Multi Academy Trust attracts new members. Our aim is to provide the best strategic and administrative HR & Payroll services for our staff and of course meet our statutory obligations as an employer.

If you are highly customer focussed, enjoy the challenge of general HR and diverse casework, thrive upon working in a busy and dynamic environment, and are *truly* a team player, then we would encourage you to apply for the position to join our Team.

Our School

The Red Kite Learning Trust MAT HR & Payroll Team are currently based at Harrogate Grammar School. If you happen to live in Leeds, then you can be home based for some of the time, if that suits you better.

Our school is a very large, high performing and happy school where young people can enjoy their learning and time spent within the school community. Incidents of serious misbehaviour are rare and teachers can get on and teach within a well ordered environment where excellent relationships between staff and students are the norm.

The school uniform is worn proudly by all students and staff are expected to match this by modelling high standards of appearance and professional behaviour.

This does not mean that working at HGS is not challenging. We strive as a school to be the very best at what we do, and to ensure our students are ambitious for success. Potential colleagues will need to be able to cope in a high performing environment where expectations are always high and second best is simply not good enough.

High performing does not mean exclusive however and we are very proud of the achievements of all our students, from those with complex needs on the SEN/D register to those that will be leaving us for top universities. One of the key challenges for us is being a high performing inclusive school in which all our learners feel valued and are able to achieve. We expect all staff to be committed to equality of opportunity and to be passionate about ensuring that at our school every child does matter.

The school is very proud of the enhanced provision for languages learning it provides and the opportunities it affords students to develop as global citizens. Links and exchanges with schools in France, Germany, Spain, Italy, Uganda, Sri Lanka and China ensure our students learn a lot about the world beyond Harrogate.

The students continue to obtain excellent results and are a reflection of the hard work and resilience of our students and our dedicated team of teachers and support staff who together really do strive to achieve the school's ambition of excellence for all. We also fully appreciate and recognise the support that parents have provided during their children's time with us; it is this partnership between home and school that is the foundation for our success.

Harrogate Grammar School has a large Sixth Form with 580 students. We have an impressive track record in providing all students with the highest quality of experience and in teaching for success in numerous Advanced Level subjects. The Sixth Form has achieved consistently excellent results with 61% of grades at A*-B in 2017, making Harrogate Grammar School one of the highest achieving comprehensive schools in the country and top performing comprehensive Sixth Forms in North Yorkshire.

Continued investment in the school site over recent years has provided us with some superb facilities whilst retaining the distinctive character and charm of our original buildings. For example, we have a superb Sixth Form building with "The Forum". This, state of the art multi-use lecture theatre/performance space, provides a venue for many activities. Externally the school has extensive playing fields including a £500K Astro-turf pitch which complements our excellent sports facilities. We are also very proud to have secured funding allowing the replacement of a 4 laboratory Science block and preparation room, which opened during the Autumn 2016 term, and refurbishment of a further two laboratories at the end of the 2016/17 academic year.

Red Kite Alliance

As a Teaching school we work to provide outstanding professional learning for all our staff and partner institutions. We are the lead school in the Red Kite Teaching School Alliance which includes fifteen leading secondary schools, a special school and twenty primaries. The University of Leeds is also a strategic partner, supporting our initial teacher training provision.

Developing the work of the Red Kite Alliance (RKA) and its role in delivering on the Teaching School targets is a significant and exciting challenge. As one of the first one hundred Teaching Schools in the country, the school is at the heart of system-wide change working with the National College for Teaching and Learning (NCTL) and the DfE. Our partnership provides a high quality education for over 26,000 students, with circa 1500 teachers employed in our schools. Our partner schools range from high achieving suburban academies through to inner city LA schools in more challenging circumstances. The Red Kite Alliance (RKA) has a very high profile in regional school improvement, CPL and Leadership provision, in addition to its long established involvement in Initial Teacher Training.

The Red Kite Alliance ran the Red Kite School Direct Programme from 2013 in partnership with 3 local universities. The success of our Primary and Secondary Programmes led to the decision to apply to be a SCITT (School Centred provider of Initial Teacher Training). Known as Red Kite Teacher Training, we were formally accredited in October 2015. During the last four years the number of trainees on our programmes have increased significantly and as a SCITT this will expand still further next year. We will also be engaging more schools from the region within our partnership as a result.

Academic Year	Primary Trainees	Secondary Trainees
2013-14	12	15
2014-15	14	30
2015-16	19	50
2016-17	28	49
2017-18	47	47

A very high proportion of trainees have completed the course each year. We are also proud of our excellent attainment and employments rates.

The work of the Teaching School has been further enhanced and extended with the addition of Maths Hub status, one of only 35 designated nationally.

Further information

For further information about the Red Kite Learning Trust, Teacher Training, the wider Red Kite Alliance, or each of our schools, please visit the following websites:

<http://www.rklt.co.uk/>

<http://www.redkitealliance.co.uk/>

http://www.redkitealliance.co.uk/teacher_training/

The Post Specification on the following pages describes the expectations for the role:



Red Kite Learning Trust is committed to safeguarding and promoting the welfare of Students and expects all staff and volunteers to share this commitment.

Post Title: Human Resources Manager

Salary Grade: Circa 35k

Contract Type: Permanent/ Full Year with a starting holiday entitlement of 22 days, rising by a day per year in the first 5 years

Consideration will be given for a working pattern of Term Time + 4 weeks for the right candidate

Working Hours: Full-time, 37 hours per week

Responsible to: HR Director

General Description: To ensure expert delivery and support of high quality HR services for the Multi Academy Trust within a framework of best practice, policy and law. To contribute to the strategic HR plan and support the overall aims of the MAT. You will have genuine opportunities to develop your career and practice through leading and delivering distinct aspects of the HR work.

Special Conditions of Service:

No smoking policy, including e-cigarettes. Requirements to work outside of school hours and off school premises as required by the school.

	Tasks/Responsibilities:
1	Generalist
1.1	Lead, manage and support distinct areas of HR provision across the Multi Academy Trust (MAT).
1.2	Establish strong working relationships with key partners in the Trust Schools and promote the Red Kite Learning Trust Employer Brand.
1.3	Support the HR Director in producing a HR Service Level Agreement that sets out the quality standards and reflects our ambition to be recognised as an outstanding employer.
1.4	Support all HR functions within the MAT and provide guidance to School Leadership Teams (SLT) and Governors.

1.5	Support the Trust with Employee Relation issues across the MAT including assisting the HR Director with case work; following such as capability, grievance and disciplinary procedures.
1.6	Support the HR Director with managing change e.g. Restructure, TUPE and managed staffing reduction.
1.7	Assist the HR Director in managing staffing budget databases.
1.8	Update policies in accordance with employment law and ensure that they reflect the ambition, values and ethical principles of the Trust.
1.9	Keep up to date on changes in HR regulations through attendance on appropriate HR/Employment seminars and reading of related journals.
1.10	Represent the Trust at internal/external meetings including Governor meetings.
1.11	To support leaders in the effective use of performance management processes across the MAT, ensuring they are robust and transparent.
1.12	Assist with identifying and developing emerging talent through performance management, succession planning and career management.
1.13	To assist in the shared responsibility for HR related safeguarding procedures, in accordance with Safer Recruitment legislation, ensuring these are in place and used effectively at all times across the MAT.
1.14	Advise leaders on application of terms and conditions for the various staff groups.
1.15	Support high quality CPL for staff and deliver training sessions to appropriate groups.
1.16	Assist in workforce planning through provision of metrics for e.g. career profiling.
1.17	Ensuring safeguarding procedures are in place across the MAT and used effectively at all times.
1.18	Provide HR support to staff where needed.
1.19	Responsible for ensuring statutory returns are completed accurately and to deadline, across the MAT.
1.20	Assist in ensuring best value in the acquisition of HR Services and resources.
1.21	Liaise with HR Director and/or MAT legal advisers as appropriate.
1.22	Work with the Headteachers & Governing bodies to manage the relationship with trade unions.
1.23	Comply with all Trust policies and procedures including child protection, health, safety, welfare, security, confidentiality and data protection, reporting any concerns to the appropriate person.
1.24	Contribute to the overall aims and values of the Trust, appreciate and support the roles of other members of the wider team.
1.25	Undertake any other reasonable duties as required. This list of tasks is not intended to be exhaustive but as a guide to the type of duties expected. Any other work required will fall within the scope of the post at the appropriate grade.

Person Specification: E Essential, D Desirable

2	Experience/Aptitudes:	
2.1	To be innovative and creative in developing solutions	E
2.2	To communicate effectively with staff at all levels across the MAT	E
2.3	To work under pressure	E
2.4	To organise and develop effective systems	E
2.5	To relate to young people	E
2.6	To take initiative and work independently	E
2.7	To work to high levels of accuracy	E
2.8	To work confidentially	E
2.9	To prioritise and plan to ensure completion of tasks	E
2.10	To take the initiative	E
3	Characteristics:	
3.1	Excellent attendance record	E
3.2	Sense of humour and optimism	E
3.3	Self-Motivated and Hard working	E
3.4	Willingness to be flexible and work to meet the best interests of the MAT	E
3.5	Innovative and creative	E
3.6	Open and honest	E
3.7	Empathy	E
4	Skills:	
4.1	Excellent communication skills	E
4.2	Leadership	E
4.3	Demonstrable ability to work effectively in a wide range of partnerships	E
4.4	Strategic Thinking	E
4.5	Conflict Management	E
4.6	Developing others	E
4.7	Teamwork and collaboration	E
4.8	Influence	E
4.9	Negotiation	E

4.9	Analytical and numerical	E
5	Qualifications and Experience:	
5.1	Driving Licence (& access to a vehicle)	E
5.2	Experience in an educational setting	D
5.3	Experience of leading Generalist HR	E
5.4	Experience of working within a similar unionised public sector pay and conditions framework	D
5.5	Data creation and analysis	E
5.6	Degree or Equivalent Level	D
5.7	CIPD qualified to Level 7	E
5.8	Good level of understanding of employment law	E
6	Safeguarding and Promoting the Welfare of Students	
6.1	Has appropriate motivation to work with children and young people.	E
6.2	Ability to maintain appropriate relationships and personal boundaries with children and young people.	E
6.3	Has emotional resilience in working with challenging behaviours; and appropriate attitudes to the use of authority and maintaining discipline.	E

You will be based at Harrogate Grammar School (unless it suits you better to be based in the Leeds area. The school provides a great place to work and learn, and the post would be ideal for you if you are forward looking, energetic and looking to further develop your HR career within the complexity of an education environment.



Staff Benefits: Pay & Reward

We offer a comprehensive package of reward including our 'Employee Benefits Programme' which provides a range of options including Salary Sacrifice for Childcare Vouchers and our Cycle to Work scheme, allowing staff to:

- Benefit from huge savings on the cost of a new bike and/or safety equipment
- Spread the cost over a year and save on Income Tax and National Insurance contributions
- Choose from over 500 brands from over 2000 partner stores across the UK



Many more benefits are available, from an online rewards portal, in areas such as:

- Shopping
- Family
- Automotive
- Financial & Professional
- Gifts
- Home & Garden
- Sport, Health & Beauty
- Travel



Pensions – you will be eligible to join the Local Government Pension Scheme (LGPS), offering CARE (Career Average Revalued Earnings) defined benefit provisions and life cover. To be able to join the LGPS you need to be under age 75. For further information about the scheme and its key benefits visit: www.lgpsmember.org/thinking-joining.php

The Trust is focussed on further enhancing the Reward offer for all our staff and we hope to deliver additional benefits during 2018 aligned to the suggestions from our whole staff team.

How to Apply

To access our online application form please visit: <http://www.rklt.co.uk/vacancies/>

**Technical guidance: our online application form supports all popular internet browsers across Windows, Apple and Android operating systems on both desktop and mobile devices. Please ensure however that all 'cookies' are fully enabled on your browser prior to completing the form. If you have any technical queries, you may obtain online technical assistance using the 'Chat now' facility within the application form or call the helpline on: 0844 800 9376, which will be available during normal office hours and throughout school holiday periods.*

A reminder the **closing date is 9am Monday 4th June 2018**

Shortlisted candidates will be contacted soon after the closing date. Whatever the outcome of your application, we thank you for the interest you have shown in our Trust and we wish you well for your future career.

For further supporting information please see the following documents below;

- HGS Recruitment Process Guidelines
- HGS Ex-offenders Policy
- For our Aims & Expectations please follow this [link](#)

Recruitment Process Guidelines



Red Kite Learning Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

APPLICATION FORM (On-Line process)

Your application form plays an important part in your selection - it is the only basis for considering your initial suitability for the post. Please read the instructions on the online application form carefully before completing it. You must complete all parts of the form.

Look carefully at the post specification. This outlines the duties of the post and the minimum knowledge, skills and experience we require. You should show clearly in your application how your knowledge, skills and experience are relevant to the requirements of the post.

Rather than simply repeating your career history, look at the skills and experience required by the job and provide evidence that you possess them, preferably by giving specific examples.

Relevant skills may have been gained other than through paid employment, so consider also any private, social, leisure, voluntary and domestic responsibilities you have where relevant skills have been developed.

Please check the closing date and allow time to submit your application through the school website. If you are called for interview, you will be asked to sign a paper copy of your application to ensure the declaration requirements are complete

DISABLED APPLICANTS

If you are a disabled person and may not be able to meet some of the job requirements because of your disability, please specify this in your application. If you meet all other criteria, you will be short-listed and we will discuss with you if there are ways in which the post can be modified to meet your needs.

EQUAL OPPORTUNITY EMPLOYER

Red Kite Learning Trust is an equal opportunity employer committed to the elimination of discrimination throughout its employment practices. Selection criteria procedures will be reviewed frequently to ensure that individuals are selected and treated on the basis of their merits and abilities. All information is treated in confidence and personal information submitted as part of the Equal Opportunities questions will not form part of your application; the shortlisting panel do not have access to this information.

REHABILITATION OF OFFENDERS

The post you are applying for requires you to have a Disclosure & Barring Service check and you will be required to disclose full details of your criminal history prior to your interview. Having a criminal record is not necessarily a bar to obtaining a post. This information may be discussed with you at your interview in order to assess job related risks, but we emphasise that your application will be considered on merit and ability and you will not be discriminated against unfairly. Failure to disclose this information will result in any offer of employment being withdrawn.

A DBS check will be carried out for successful applicants – this check for disclosure of criminal history will include spent convictions, pending prosecutions/current court proceeding and police enquiries. In the event of employment, any failure to disclose such convictions will normally result in dismissal by

the Trust. Any information given will be completely confidential and will be considered only in relation to this application.

We have a written policy on the recruitment of ex-offenders, which is made available to all Disclosure applicants at the outset of the recruitment process.

CANVASSING

You must not try to influence any current employee or member of the school governing body or Trust, to act in your favour as this will disqualify you. If you are related to a current employee, governor or Trust member, you must indicate this in the relevant section of the application form.

REQUIREMENTS FOR REFERENCES

At least one of the references should be your current employer. If you are not currently working with children, but have previously done so, then you must include a referee from the last post where you worked with children. If you have not been in recent paid employment, referees should be appropriately qualified to provide confirmation of your suitability for employment. Referees will normally be contacted before interview where possible. You should be aware that your referees will be asked if, in relation to you, they are aware of any Child Protection allegations or issues of a similar nature.

SHORT-LISTING & INTERVIEWS

Applicants who meet the requirements will normally be short-listed for interview, however, places for interview will need to be limited to a manageable number. In addition, the School may conduct tests and/or written exercises in appropriate circumstances and you may be asked to undertake such exercises as part of the selection process.

At the interview, the panel will ask questions which are intended to allow you to expand on your application and to demonstrate how you meet the requirements of the post. This is also your opportunity to ask questions relating to the job. You will also be asked for your views on the importance of safeguarding children and provide evidence of your suitability to work with young people through your responses to interview questions.

SALARY SCALES & INCREMENTS

Administrative, Professional, Technical & Clerical (APT & C) Grades relating to Operational Staff – Progression on the salary scale is by annual increment until the maximum within the grade is reached, subject to at least 6 months service in the grade and a satisfactory performance review and levels of attendance by that date.

Teachers – The terms of the relevant year's Pay and Conditions Document will apply.

PRE-APPOINTMENT CHECKS

Permission to Work in the UK

Please note that we can only consider applications from EU citizens and those holding valid UK visas.

At Interview - Under the Asylum and Immigration Act 1996 the School must ensure that you have permission to work in the United Kingdom. No offer of employment can be made without verification of proof of identity. You will need to submit one of the original documents included in List 1 below, or two original documents specified in List 2 below:

List 1

- A passport showing that the holder is a British citizen, or has a right of abode in the United Kingdom
- A document showing that the holder is a national of a European Economic Area country or Switzerland. This must be a national passport or identity card.
- A resident permit issued by the Home Office to a national from a European Economic Area country or Switzerland.
- A passport or other travel document endorsed to show that the holder can stay indefinitely in the United Kingdom or has no time limit on their stay.
- A passport or other travel document endorsed to show that the holder can stay in the United Kingdom; and that this endorsement allows the holder to do the type of work you are offering if they do not have a work permit.
- An Application Registration Card issued by the Home Office to an asylum seeker stating that the holder is permitted to take employment.

List 2

- First Combination of two documents
 - o A document giving the person's permanent National Insurance Number and name. This could be a P45, P60, National Insurance card, or a letter from a Government agency.
- Plus one of the following documents
 - o A full birth certificate issued in the United Kingdom, which includes the names of the holder's parents; OR
 - o A birth certificate issued in the Channel Islands, the Isle of Man or Ireland; OR
 - o A certificate of registration or naturalisation stating that the holder is a British citizen; OR
 - o A letter issued by the Home Office to the holder which indicates that the person named in it can stay indefinitely in the United Kingdom, or has no time limit on their stay; OR
 - o An Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the person named in it can stay indefinitely in the United Kingdom, or has no time limit on their stay; OR
 - o A letter issued by the Home Office to the holder which indicates that the person named in it can stay in the United Kingdom, and this allows them to do the type of work that you are offering; OR
 - o An Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the person named in it can stay in the United Kingdom, **and** this allows them to do the type of work that you are offering.
- Second Combination of two documents
 - o A work permit or other approval to take employment that has been issued by Work Permits UK
- Plus one of the following documents
 - o A passport or other travel document endorsed to show that the holder is able to stay in the United Kingdom and can take the work permit employment in question; OR
 - o A letter issued by the Home Office confirming that the person named in it is able to stay in the United Kingdom and can take the work permit employment in question.

Qualifications

At Interview - Evidence of qualifications relevant to the post and proof of Qualified Teacher Status (if applicable) will also be required. We can only accept original certificates. If you cannot produce original documents or certified copies, written confirmation of your relevant qualifications must be obtained from the awarding body.

Proof of Identity

At Interview - In accordance with *Keeping Children Safe in Education*, we must see proof of your identity and evidence your name, date of birth, address and see some form of photographic identity.

At Appointment - In accordance with Safer Recruitment guidelines designed to protect young people, we will check your suitability to work with children. You will need to undertake an Enhanced Disclosure via the Disclosing and Barring Service (DBS), involving completing an electronic application for this purpose and provide original supporting documents. A copy of the DBS Code of Practice can be made available on request.

Medical Clearance

At Appointment - Verification of your medical fitness is required and again you will be asked to complete a form. You will not be able to start work, for insurance purposes, until medical clearance has been received.

It is not our practice to inform applicants that they have been unsuccessful in being called for interview. If you do not receive an invitation to interview, we thank you for your interest in the post.

Policy Statement on the Recruitment of Ex-Offenders



Red Kite Learning Trust, is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

- As an organisation using the Disclosure & Barring Service (DBS) to assess applicants' suitability for positions of trust, Red Kite Learning Trust complies fully with the DBS Code of Practice and undertakes to treat all applicants for positions fairly. They undertake not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed.
- Red Kite Learning Trust is committed to the fair treatment of their staff, potential staff or users of their services, regardless of race, gender, religion, sexual orientation, responsibilities for dependants, age, physical/mental disability or offending background.
- We have a written policy on the recruitment of ex-offenders, which is made available to all Disclosure applicants at the outset of the recruitment process.
- We actively promote equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates including those with criminal records. We select all candidates for interview based on their skills, qualifications and experience.
- A Disclosure is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a Disclosure is required, all application forms, job adverts and recruitment briefs will contain a statement that a Disclosure will be requested in the event of the individual being offered the position.
- Where a Disclosure is to form part of the recruitment process, we encourage all applicants called for interview to provide details of their criminal record at an early stage in the application process. We request that this information is provided through our E-Application Form, which is viewed by a designated person within the Red Kite Learning Trust; we guarantee that this information is only seen by those who need to see it as part of the recruitment process.
- Unless the nature of the position allows Red Kite Learning Trust to ask questions about your entire criminal record we only ask about the "unspent" convictions as defined in the Rehabilitation of Offenders Act 1974.
- We ensure that all those in Red Kite Learning Trust who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974.
- At interview, or in a separate discussion, we ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to the withdrawal of an offer of employment.
- We make every subject of a Disclosure aware of the existence of the DBS Code of Practice and make a copy available on request.
- We undertake to discuss any matter revealed in a Disclosure with the person seeking the position before withdrawing a conditional offer of employment.
- Having a criminal record will not necessarily bar you from working with us; this will depend on the nature of the position, the circumstances and background of your offence/s.

(Source www.disclosures.gov.uk)