

# **London Borough Of Lambeth Schools Human Resources Recruitment Information**

*Lambeth Council is committed to safeguarding and promoting the welfare of children and young people and expects all staff, volunteers and external agencies to share this commitment.*



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## How to apply

To apply for this job, please send a completed application form plus any other supporting material by the closing date indicated on the covering letter, quoting the reference number. Please ensure that your application fully addresses the appointment criteria set out in the person specification.

CV's will not be considered, unless explicitly requested.

Applications should be sent to the relevant school or Schools Human Resources (see covering letter in pack):

Applications can be e-mailed to the relevant School or Schools Human Resources (see job pack for details) or scanned to the relevant department.

If you email your application, please provide a printed signed copy with you to an interview should you be successful at the short listing stage.

We decide whether or not to interview you for a job from the information you give us on your application form. It is therefore important that you give us clear and relevant information and that you answer all the questions.

If you do not have access to a computer you can still fill in an application form, using the guidance notes below.

## Completing your application form

1. Before you start, carefully read the job description, person specification and any other information you have been sent.
2. The job description describes the main duties of the job (what you will be doing), and will give you a good idea whether or not you think you would like to do the role.
3. The person specification tells you the skills, knowledge and experience you need to be able to carry out the job. The person specification will highlight 'essential' criteria, which you must demonstrate as part of your application process.
4. We decide whether or not to interview you for a job from the information you give us on your application form. Therefore, it is vital that you give us clear and relevant information and that you answer all the questions. We cannot make assumptions about your experience, knowledge, skills and/or abilities.
5. You might want to do a rough draft of your answers first so that you can decide exactly what you want to say before you complete the form itself.
6. Remember that experience and skills can be gained in a number of ways, not only through paid employment.
7. Applicants will be assessed on how they meet requirements stated in the person specification. If you are not applying online, please type or write in black ink, as your form will be photocopied.
8. You should return your form to the address given, before the closing date. If you are successful at this stage you will be invited to attend an interview.

## Employment History

Start with your present or most recent employer giving the title of your job and the dates you were employed, and then work backwards. You may also want to give details of any community, voluntary, or unpaid work you have undertaken. It is particularly important

that you note any periods of unemployment, so that the Council/School can consider your full history in making employment decisions. Your employment history will be thoroughly examined and clarification will be sought where there are gaps and other discrepancies arising from information provided either, by you as the candidate or, your referee.

### **Education and Qualifications**

Please give details of your education history since the age of eleven, including college/university courses and any qualifications obtained. You will be asked to produce copies of relevant certificates confirming your qualifications prior to an offer of employment being confirmed.

### **Training and Development**

Please include in this section any training courses or development activities you have been involved with or attended. These may be courses provided by your employer or events you have participated in outside of work.

### **The Person Specification**

The person specification is provided to help you in writing your application. It details the minimum experience, competencies and qualifications required to do a job. Where there are any physical requirements these are also given.

When using the person specification to prepare your application, you should think about how your own experience and skills match the criteria in the specification. Remember that the Council recognises that experience and skills can be gained in a number of different ways, not only through full-time employment. Voluntary work, vacation work, and running a home can all lead to the development of skills and experience, which may be required for a particular job.

The person specification includes all the Council/School's requirements for the post. Your application will be assessed to see if it meets these requirements. If it does, you will be called for an interview. The person(s) appointed to the job(s) will be the one judged by the Council/School as most suitable for the job, following interview and assessment.

You will be selected for interview solely on the basis of your written application, so please make sure you read the job description and person specification carefully.

### **Personal Statement - Knowledge and Abilities**

The personal statement is the most important part of the application form. It gives you the chance to show us why you would be suitable for a particular post, and is the main piece of evidence we use when short listing candidates. It is your opportunity to demonstrate that you have the skills and experience we are looking for.

When filling out this part of the application, it is very important that you read the person specification carefully. You must show how you meet each of the points (criteria) on the person specification by giving examples. Do keep answers concise though – aim to write a paragraph for each competency/selection criteria, and no more than two. Do mention any professional qualifications and knowledge of any relevant legislation and software. Voluntary and unpaid work can be used in addition to more formal experience.

### **The Rehabilitation of Offenders Act (1974) - Criminal Convictions**

This Act recognises the principle that people who have been convicted of an offence should not, as a result, be discriminated against for the rest of their lives and therefore it prohibits discrimination in employment within defined limits. Some posts are exempt from the Act and these include those involving work with children, the elderly, with persons suffering from serious illness, with people with disabilities and for certain professions where the highest integrity is expected including employment in finance, legal, medical and security services.

#### **Posts exempt from the Act**

The post you are applying for is 'exempt' under the Act. You are required to provide details of **all** current (unspent) and 'spent' convictions or pending cases, cautions bind-over orders, reprimands and final warnings including dates and sentences, on a separate piece of paper and enclose it in a separate envelope marked with the job reference, with your application form. You are also required to complete the declaration on the application form.

For those posts exempt from the Act which also involve substantial unsupervised access to children and vulnerable clients, the Council, under arrangements introduced for the protection of children and other vulnerable clients, will check with the Disclosure and Barring Service (DBS) for existence and content of any criminal record of the successful applicant. This check will be cross referenced against the ISA 'Children's list' and 'Vulnerable Adult's List'. These lists contain details of people deemed unsuitable to work with children or vulnerable adults. Information received from the police will be kept strictly confidential and will not debar you from appointment unless it is considered that the conviction renders you unsuitable for work with children, young people or any vulnerable clients, or it relates to any other offence which is deemed to make employment unsuitable. In making this decision the Council/School will consider the nature of the offence, how long ago and what age you were when it was committed and any other factors which may be relevant, including appropriate considerations in relation to the Council/School's Equal Opportunity Employment Policy. In such circumstances each applicant will receive written reasons.

Unspent convictions may be convictions for which the rehabilitation period has not been completed or convictions, which are exempt from the Act (i.e. never unspent).

Candidates should not commence employment with the school until a clear DBS disclosure has been received and all other conditional offer checks have been obtained and that together with clearance being given by the Headteacher/Chair of Governors and human resources.

Please note that it is an offence to apply, offer or accept to do any work with children (paid or unpaid) if disqualified from working with children. Please refer to the DBS Policy which is available from the school office or Schools Human Resources Section.

Further information is available from the relevant manager or Human Resources Officer (see the covering letter to the recruitment pack).

Please note:

- Any information given will be kept confidential and will only be considered in relation to the job applied for.

- Failure to disclose cautions, convictions or charges pending court during the recruitment process will result in the withdrawal of a job offer. If undisclosed cautions, convictions or charges pending are discovered after employment commences, disciplinary action/dismissal could ensue.
- It is the responsibility of the applicant to check with the appropriate authorities if s/he is unsure if any convictions are exempt or not exempt or excluded from the Act.

For further information about 'Safeguarding' visit: [www.gov.uk/disclosure-barring-service-check](http://www.gov.uk/disclosure-barring-service-check)

## References

You should provide details of two employment referees covering the last three years, one of whom should be your current or most recent employer. Please indicate if you do not wish them to be approached without your permission. **Friends or relatives must not be used as referees.**

References will be used to check dates of employment and your relevant experience. A minimum of two written references will be taken up and for some posts; these references will be requested before the interview. In line with the Equality Act 2010 we do not ask for information on your sickness or attendance record at this stage. Should you be successful at the interview then this information will be requested from your referee.

If you have just left school or have recently obtained your professional qualification, you may want to give your (head) teacher or tutor's name. For all references please state in what capacity you know the referee, for example if they are your manager, previous line manager or tutor. If you have not been employed before, please give details of teachers/lecturers who know you well enough to comment on your ability to do the job. Friends or relatives must not be used. Full employment histories may be verified as part of our vetting procedures in our on going commitment to Safer Recruitment Practices.

## Equal Opportunities Monitoring

Lambeth Council has an Equal Opportunities Employment Policy and we are committed to ensuring that within our recruitment practices, all sections of the community have equal access to the recruitment process. In order that we can check that our Policy is working we monitor our recruitment and employment information. We would appreciate it therefore if you would complete the monitoring form attached to the application form, so that we can keep trace of how effective we have been at attracting and recruiting applicants from all sections of the community.

All information is confidential and will be treated separately from your application. It will be used for statistical purposes and workforce records only. Your co-operation in providing the information assists us in this process.

## Guaranteed Interview Scheme for Applicants with Disabilities

Lambeth Council is committed to the employment and career development of disabled people. To demonstrate our commitment we use the Disability Symbol which is awarded by Job Centre Plus. This means we guarantee an interview to any disabled candidate whose application meets the minimum essential criteria for the post.

If you are applying under the Guaranteed Interview Scheme, you will need to give evidence or examples of your proven experience in the areas marked with 'two ticks' on the person specification when you complete the application form.

Schools are advised to manage recruitment processes with reference to this scheme.

### **What do we mean by disability?**

The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment which has a substantial and adverse long-term effect on his or her ability to carry out normal day-to-day activities.

### **Recruitment and Selection Checks**

Lambeth is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all its staff and volunteers to share this commitment.

Our selection process is based on good practice in selecting the best candidate for the job; ensuring equality of opportunity for all applicants whilst deterring and rejecting those who may be unsuitable to work with our service users.

It is expected that candidates should be aware and understand their duties and responsibilities in relation to child protection and safeguarding children, young people and vulnerable adults as it applies to the duties and responsibilities of the post applied for. All Council/School employees must ensure their line manager is made aware and kept fully informed of any concerns they may have in relation to safeguarding/protecting vulnerable groups.

Please note that casual and temporary staff and volunteers are subject to the same checks as those made for permanent positions.

Original documents relating to all the qualifications you have listed on your application form must be supplied. Copies will be made and originals returned to you.

Applicants will be challenged where inconsistencies exist. Please be aware that confirmation of start date for an appointment will only be made after receipt and verification of satisfactory checks.

## **Interview Arrangements and Appointments**

### **The Recruitment Process**

Your application will be reviewed by the interviewing panel and considered for short listing. It is likely interviews and testing will take place within four weeks of the closing date. Due to the large number of applications we receive and in the interest of economy, we will only contact applicants who are short-listed.

If you are short-listed, you will be notified by email or letter and given a minimum of five working days notice of testing and interview dates. You will be advised of the specific type of testing and may receive test samples for you to complete at your convenience. On some occasions invitation to an interview may be via a telephone discussion.

If you have a disability or have any other requirements you wish us to consider, please notify the recruitment consultant upon receipt of your invite.

### **Interview Expenses**

If you are invited for an interview and travel from outside of London, the Council/School will reimburse the expenses that may incur by paying 2nd class rail fare if appropriate. Relevant receipts must be produced along with the claim form, which is available from the Schools Human Resources Section or School.

**Medical**

Any offer of appointment will be subject to a satisfactory medical assessment.

**Commitments**

If you have any commitments with your present employer e.g., training, housing, car or season ticket loan, please raise these matters at the interview.

**Notice**

If successful in your application you should **not** terminate your present employment, until a suitable start date has been confirmed with the School or Schools Human Resources.

**Evidence of Written Qualifications**

If you are successful in your application to a post requiring qualifications, you will need to bring evidence of these qualifications when you report for work on your first day.

**Induction**

The introductory process, known as induction, is very important to both Lambeth/School and the new employee. It is the final stage in the recruitment procedure through which a new employee is introduced to the culture, ethos and objectives of the organisation as well as the job, its context, and new work colleagues.

**Declaration of Interests**

The Council/School expects honesty and integrity from its employees. We require employees to disclose external interests and/or to withdraw from activities, which could conflict with the Council/School's interests or undermine public confidence. This includes a requirement that all employees must declare membership of secret society organisations. Employees are therefore required to complete a declaration form prior to joining the organisation. Management will then be able to assess any potential conflict of interest and take appropriate action by delegating responsibility for the work or a particular project to another employee. This will be done in consultation with the employee concerned.

In making such a declaration, the Council/School wishes to assure employees that they will not be discriminated against (at the point of selection or after appointment). However, it must be pointed out that failure to declare membership of such organisations may render an employee liable to disciplinary action.

**Debt to the Authority**

It is a disciplinary offence to have unauthorised debt to the Council (e.g. rent/service charge arrears; Council tax arrears). Applicants must declare if they have any debts to the authority prior to taking up their appointment. The Council reserves the right not to appoint applicants who have debts to the Council and who have not made arrangements to repay these debts.

**Immigration Asylum and Nationality Act 2006**

This Act requires employers to take reasonable measures to ensure that employees demonstrate current and valid permission to work in the UK. All employees will therefore be asked to produce original documentation, which verifies their employment status and meets the requirements of the Act. Further information will be provided on appointment. Your identity will be confirmed by sight of original, official documents such as a Birth Certificate, Passport etc in line with the Asylum and Immigration Act 1996. Copies will be taken and originals returned to you.



## Equal Opportunity Employment Policy

### 1. Statement of policy

1.1 The Council accepts that in society, groups or individuals may have been disadvantaged in the past and, as a result, as a major employer in a multi-racial area, is committed to taking positive steps to redress the balance. The Council, therefore, commits itself to the task of establishing and developing an equal opportunity employment policy for members of disadvantaged groups. The Council believes it is essential to eliminate discrimination and to promote good relations and equality of opportunity. In addition to its moral responsibility, the Council accepts the statutory requirements laid down in the Race Relations Act (particularly Section 71), the Sex Discrimination Act, and the Disability Discrimination Act 1995. It will also ensure that all individuals connected with the provision of services by the Council will not hinder this policy. The Council will ensure this by making known its commitment to equal opportunity.

1.2 The purpose of this document is to clarify the Council's commitment to preventing discrimination and stimulating equal opportunity. Although this document concentrates on equal opportunity in employment, the Council is fully committed to the broader principles of social justice and the active promotion of equal opportunity in the provision of all its services to the community. This statement outlines the main disadvantaged groups towards whom the policy will be directed. Specific initiatives and codes of practice will be subsequently developed to put the policy into effect.

1.3 The Council, as a major employer in the area, recognises the need for an equal opportunity policy. The policy concerns all matters related to employment affecting individuals and groups whether they are actual or potential employees. The active promotion of this policy is specifically directed at members of disadvantaged groups. Disadvantaged groups can be identified according to race, colour, creed, ethnic or national origin, disabilities, age, sex, sexual orientation, marital status or class. The Council is convinced that it is morally wrong to hinder equality of opportunity on such grounds and further, recognises that passive policies will not in themselves provide equality of opportunity. Consequently the Council will actively promote equality of opportunity within the following framework.

### Additional Information

For further information on current vacancies please access our Lambeth website: [www.lambeth.gov.uk](http://www.lambeth.gov.uk) or the jobs go public website on [www.jobsgopublic.com](http://www.jobsgopublic.com)

## Terms and Conditions of Employment

### Conditions of Service

Appointments are generally subject to the Joint Negotiating Council for Local Government Services and Greater London Provincial Council as supplemented by the Council's local conditions of service and conditions of Service for School Teachers in England and Wales (the Burgundy Book).

### Probation Period

All new employees are required to complete a six-month probationary period (even if you are coming from another local authority). During this period, three formal reviews will be

undertaken at two, four and six month intervals. Existing employees moving to other jobs within the Council will be subject to a review period in line with their probationary period. If your probationary period is unsuccessful, your contract may be terminated by giving the appropriate notice.

### **Induction period – Newly Qualified Teachers**

All Newly qualified teachers are required to complete a one year period of induction at the end of which there will be a final assessment by the Headteacher and the appropriate body.

### **Medical**

An offer of appointment will be subject to satisfactory medical clearance.

### **Right to live and work in the UK**

The Council is licensed as an A-Rated Sponsor under Tier 2 by the UK Border Agency (UKBA). This allows us to issue Certificates of Sponsorship (CoS) to non-EU individuals who have been offered employment with us. A CoS does not guarantee leave to enter or leave to remain in the United Kingdom. The individual must complete an Application for a Grant of Leave Under Tier 2 (General/Intra Company Transfers) in order to be granted leave to enter or remain in the UK.

We are unable to maintain or accommodate an individual during their first, or any subsequent month in the UK, so it is important that you have the required amount in savings (currently £800) to be able to support yourself in the UK, until you receive your first salary.

If you are appointed to a permanent post with the Council, your contract of employment will terminate in line with the expiry date of your visa/leave to remain in the UK. If your visa is extended, your contract will be extended to the renewed end date. We cannot issue a contract of employment that exceeds the end date of your current visa/leave to remain.

### **Pension (Support Staff)**

The Council has its own pension fund, which is administered in accordance with the Local Government Pension Scheme (LGPS). The pension contribution rate is based on an employee's whole-time equivalent pensionable pay. Term-time only employees pay a contribution rate based on the full-time equivalent term-time pay.

An employee will automatically join the Local Government Pension Scheme if they have a contract of employment of three months or more duration. If someone has a contract of less than three months and it is extended to three months or more, then the person becomes eligible to join the LGPS and can backdate their entry to the scheme from the first day of employment.

New casual employees will join the LGPS if they have a mutual obligation casual contract for at least three months. This means that they would have to be offered and accept work every day for at least three months.

Employees with more than one job can choose to be in the LGPS for all, some or none of their jobs.

Employees may opt out of the scheme (for any or all of their jobs) at any time by informing the HR Pensions team in writing.

Once you have been a member of the LGPS for more than three months, you will not be entitled to a refund of pension contributions.

An election to transfer previous pension rights must be made within 12 months of joining the LGPS.

Employees cannot join or remain in the LGPS after their 75<sup>th</sup> birthday.

### **Teacher's Pensions Scheme**

Employees who work full-time or part-time will automatically join the Scheme unless they complete a form to opt out of the Teachers Pensions Scheme.

To help people save for their retirement the Government requires all employers in the UK to automatically enrol their workers into a workplace pension at fixed dates if they meet certain criteria. This legislation will mean that if you are not already a member of either the LGPS or Teachers' Pension Scheme you will automatically be placed in the scheme relevant to your post if you meet specific criteria. For further information on the relevant criteria, please visit: <https://www.gov.uk/workplace-pensions>

### **Politically Restricted Posts**

Previously, certain posts, determined by the level of the salary band were 'politically restricted'. This meant that individuals who held them were effectively prevented from having any active political role either in or outside of the workplace. This not only prevented post holders from holding political office, but also restricted them from canvassing or from speaking in public and publishing documents, which might give the impression that they are advocating support for a political party.

There has been a change in the law – the automatic bar based on salary has been removed and from now posts which are politically sensitive, will be covered by the new restrictions. If your post is politically sensitive, this will be stated in the job description.

A politically sensitive post is where the post holder:

- gives advice on a regular basis to the Council, to any committee or sub-committee of the Council or to any joint committee on which the Council is represented; and/or
- speaks on behalf of the Council on a regular basis to journalists or broadcasters.

## **Employee Benefits**

Lambeth offers a variety of benefits as detailed below.

### **Salary**

The Council/School offers a competitive and flexible salary structure. Appointments are made at the minimum point of the scale at which the job is graded. Exceptions may be made where the candidate is currently in receipt of a higher salary, (excluding bonuses or benefits) in their current paid employment and would therefore be disadvantaged if placed on the minimum.

For applicants who are currently unemployed the Council will consider matching their last paid employment.

In such circumstances the Council will consider matching their current salary providing it does not exceed the grade of the post.

To qualify for any salary matches, original documentary evidence must be provided to the School or Human Resources for consideration. e.g. a current payslip, (issued in the last 3 months before commencing employment with Lambeth) and/or a P60.

### **Leave Entitlement (Support Staff)**

Full-time employees annual leave provision is arranged as follows:

<b>Local government service</b>	<b>Usual annual leave entitlement</b>	<b>Chief Officer annual leave entitlement</b>
a) up to 5 years' continuous service	26 days	30 days
b) 5 years or more continuous service	31 days	31 days
c) 10 years or more	34 days	34 days

This is in addition to the public holidays. NB: the above entitlements may vary where local terms and conditions apply. Annual leave for part-time employees will be pro-rated accordingly.

The annual leave year runs from April to March. The basic annual leave entitlement is 26 days. Annual leave entitlement is increased by 5 working days after 5 years' continuous local authority service, and by a further 3 working days after 10 years' continuous service. You will also be paid for public holidays. These increases will be applied commencing the next leave year following completion of the required service.

### **Lambeth Maternity & adoption leave**

Employees with 12 months or more continuous service at the beginning of the 11<sup>th</sup> week before the expected week of confinement (EWC) are entitled to 40 weeks paid leave.

(10 weeks' full pay, six weeks' 9/10ths pay, and 24 weeks' half pay). If requested, unpaid leave of up to 12 weeks is also available. There is also provision for paid adoption leave. Statutory maternity provisions may be available to staff with less than 12 months service.

### **Special Leave**

There is provision for additional paid special leave in cases of bereavement or other domestic emergency. All special leave is discretionary, and subject to managerial approval.

### **Job Sharing**

The Council/School makes provision for job sharing as an alternative to full-time employment. In

job sharing, two people may share one job and one salary, allowing greater flexibility for those who want to pursue a career but, for whatever reason, do not wish to work full-time.

### **Flexible Working Arrangements**

The basic working week is 35 hours, except for teachers (unless you are applying for job share or a part time post). In some areas, contractual overtime may also be required. Each school operates flexible working arrangements capable of meeting their individual business needs and supporting a good quality of service delivery.

Employees with responsibility for children of school age or below can vary their working hours if their line manager approves this. This facility is subject to the needs of the service and of employees continuing to complete their full contractual hours of work. All employees with children under the age of five or disabled children under the age of 18 have a statutory right to request, and for the Council/School to give serious consideration to, flexible working arrangements.

### **Travel benefits**

Travel benefits available include:

- essential car user allowance or casual care user allowance, depending on extent of usage
- annual season ticket loan – the Council provides interest-free loans for season tickets for employees to travel to and from work, following the successful completion of the six month probationary period
- bicycle loans and car loans – available to cyclists and essential car users

Travel grants for those who cannot use public transport and who incur extra costs travelling to work because of their disability is available under the government Access to Work Scheme.

### **Bicycle scheme**

This scheme allows you to purchase a bicycle, accessories and safety equipment which are paid upfront by the Council. You then pay monthly amounts direct from your salary over a period of 12 months. The scheme allows you to pay back the loan on your bike, accessories and safety equipment from gross rather than net pay for the 12 month hire period, allowing you to benefit from income tax and National Insurance (NI) relief. Your salary will be reduced according to the value of the bicycle you select. No income tax or NI contributions will be due on these payments, reducing the cost of the bike to you by between 30 to 50 per cent.

### **Reduced price gym membership**

Lambeth has arranged with Council leisure centres, for staff to have access to reduced price membership.

### **Childcare vouchers**

Lambeth works in partnership with Edenred to offer staff help towards their childcare costs (subject to eligibility criteria). The cost of vouchers is deducted from the individual's salary each month. The advantage is that you save the cost of tax and NI on this amount of your income.

### **Sick Pay**

In addition to your entitlement to Statutory Sick Pay (SSP), the Council has an occupational sick pay scheme, which entitles employees to periods of full and half pay depending on their length of service. There is a maximum of six months full pay and six months half pay after five years service.

**Sick Pay Entitlement (Teaching Staff Only)**

The provisions relating to sickness payments are contained in the Burgundy Book. Entitlement to sick pay is based on aggregated teaching service excluding any breaks in service. Further details can be obtained from the Schools Human Resources section.

**Smoking Policy**

The Council/School takes the view that smoking must be actively discouraged in the workplace and does not allow its employees or visitors to smoke in any Council building or outside the main entrance, other than in designated smoking areas.

**Dress Code**

The Council/School has a dress code, which covers all staff irrespective of whether or not they are working in direct contact with the public. A copy of the dress code will be made available as part of the induction.

**Equalities in employment**

The Council/School's aim is to eliminate harassment, victimisation and bullying. Everyone is to be treated fairly and with respect and is entitled to work in an environment free from harassment, victimisation and bullying.

**Wellbeing****Occupational health**

The Council/School is committed to the health and well being of its staff. The Occupational Health Scheme offers a range of services, including: display screen equipment eyesight tests, night worker health assessment, vaccinations and immunisations, health promotion events and health and safety services.

**Communications and development**

The Council/School is committed to developing staff and providing learning opportunities. The Council sees training as an essential means of improving service provision, organisational efficiency and career development as well as promoting equal opportunities and positive action. Much of the training provided is designed to enable the organisation and its workforce to respond to rapidly changing circumstances and to maintain and improve the quality of service delivery within the context of the Council's corporate policies. Courses supported by the Council fall into a number of major categories. These opportunities consist of both in-house and external courses, and include training leading to formal qualifications. As a general rule, all applications for development facilities and opportunities will be considered within the context of service and Council priorities.

**Employee Appraisal Scheme & Supervision**

The Council/School is committed to making sure that all employees are equipped with the necessary skills, knowledge and expertise to enable them to perform to the best of their abilities. As a result, all employees are appraised twice yearly. A supervision scheme is also in place, which aims to provide support to all members of staff in carrying out their work.

**Appraisal for Teachers**

For Teachers there is a performance review. A copy of the Appraisal Policy will be made available as part of the induction.

**Internal Communications (available where schools have access to the Council's Intranet)**

Newsletters, e-bulletins, team meetings, a staff awards scheme, and management team visits and drop-in sessions aim to make sure that staff and managers:

- are informed about key developments across the department and the Council as a whole
- have access to senior managers
- understand fully the aims, objectives and performance of their services and department
- feel supported, appreciated and rewarded
- receive information about national policies and best practice
- have a voice and can offer an opinion on the future direction of the department.

**Trade Union Membership**

The Council/School supports the system of collective bargaining and believes in the principle of solving industrial relations issues by discussion and agreement. The Council/School encourages staff to belong to a recognised trade union.