

September 2021 changes to KCSIE

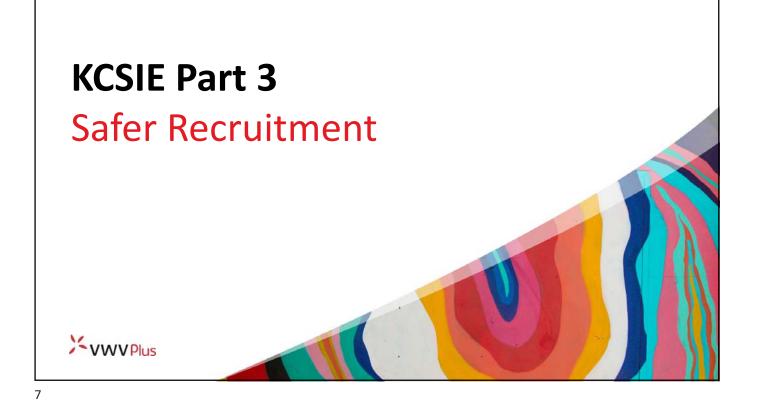
- December 2020 to March 2021: consultation on changes to KCSIE for September 2021
- Came into force 1 September 2021
- Substantial changes to Part 3 no new recruitment checks
- More detailed guidance on the recruitment and selection process:
 - adverts

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- application forms
- shortlisting
- interview and selection
- Similar in approach to Safeguarding Children and Safer **Recruitment in Education**



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Safer recruitment: Whose responsibility?

KCSIE paragraph 189:

'It is vital that **governing bodies and proprietors** create a culture that safeguards and promotes the welfare of children in their school or college. As part of this culture, it is important that they **adopt robust recruitment procedures that deter and prevent people who are unsuitable** to work with children from applying for or securing employment, or volunteering opportunities in schools and colleges.'

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Safer recruitment: Whose responsibility?

KCSIE paragraph 324:

- 'Safer recruitment is not just about carrying out the right DBS checks...'
- 'Similarly safeguarding should not be limited to recruitment procedures..'
- 'Good safeguarding requires a continuing commitment from governing bodies and proprietors, and all staff to ensure the safety and welfare of children is embedded in all of the organisation's processes and procedures, and consequentially enshrined in its ethos.
- This requires a coordinated whole school approach to safeguarding.

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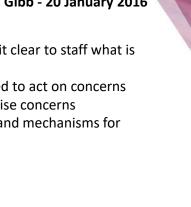


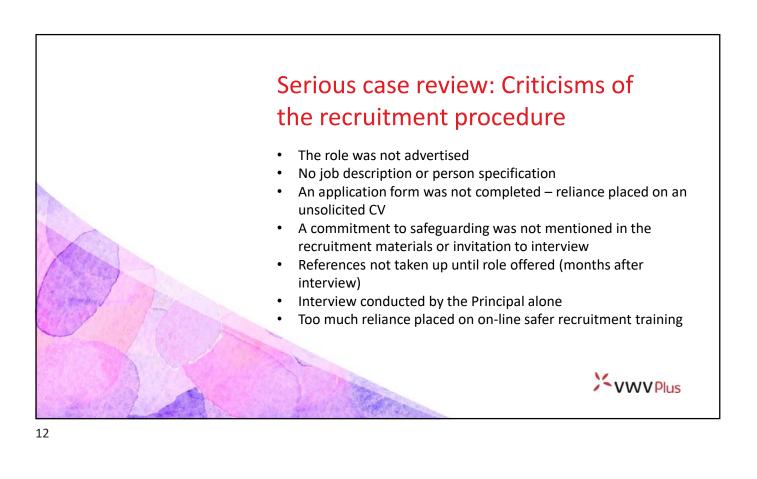
Serious case review: Features of a safe culture

Southbank International School: Dame Moira Gibb - 20 January 2016

- An explicit safeguarding culture and ethos
- Clear policies and procedures which make it clear to staff what is expected at every level
- · Courageous management who are prepared to act on concerns
- Staff who are prepared to challenge and raise concerns
- Children and young people having a voice and mechanisms for raising concerns which are taken seriously

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Job description and person specification

- Before advertising, plan the vacancy by drafting a JD and PS
- Paragraph 192 of KCSIE states that this should include:
 - the skills, abilities and experience required for the post; •
 - the attitude and behaviours that the School requires of the post holder;
 - the School's safeguarding requirements i.e. to what extent will the role involve contact with children and will it amount to regulated activity

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• date of birth • for leaving

Application form

- What should it include? Paragraph 196 of KCSIE
 - personal details including current and former names and NI number
 - full employment history since leaving school and explanation for any gaps
 - details of present or last employment and reasons
 - qualifications (awarding body and date)
 - a statement of the personal qualities and experience the applicant believes are relevant to their suitability for the post
 - details of referees
 - questions about health?

Application form (cont'd)

- KCSIE paragraph 194: where the role involves regulated activity with children the application form should include a statement that it is an offence to apply for the role if the applicant is barred from working with children
- KCSIE paragraph 198: 'shortlisted candidates should be asked to complete a self-declaration of their criminal record or information that would make them unsuitable to work with children'.
- **KCSIE paragraph 199:** 'This information should only be requested from applicants who have been shortlisted. The information should not be requested in the application form to decide who should be shortlisted.'

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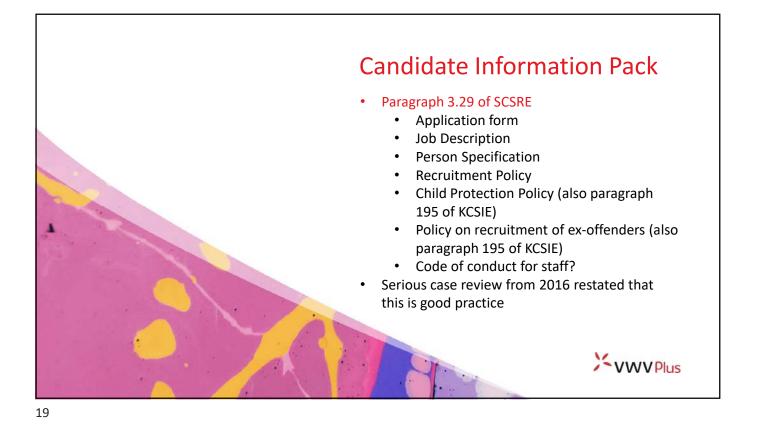
Shortlisted candidates suitability form

- KCSIE paragraph 198: ask shortlisted candidates to declare the following:
 - details of their criminal records history (explanation of spent convictions and DBS filtering rules);
 - whether they are barred from working with children;
 - whether they are prohibited from teaching;
 - whether they are prohibited from management;
 - whether they are subject to a section 142 direction;
 - whether they are known to the police or children's social care; and
 - whether they are disgualified from providing childcare
- Provide further details if answering yes to any of the above
- As this is about suitability all shortlisted candidates should answer all questions even if not relevant to the role

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Shortlisting

- Due diligence on your candidates
 - Aim: systematic approach that is applied consistently
 - document the process: Shortlisting Assessment Form
 - assess against the same shortlisting criteria
- Para 202 KCSIE:
 - at least two people carry out the shortlisting exercise;
 - those people are ideally involved in the interview;
 - shortlisting should involve consideration of inconsistencies in the information provided, look for gaps in employment history and review the reasons for them; and
 - explore all potential concerns with an application





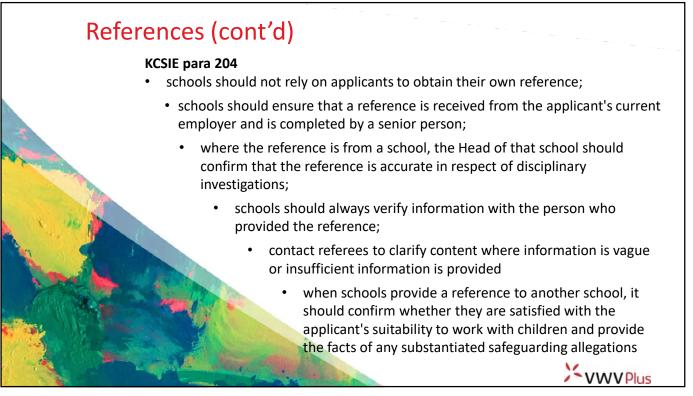


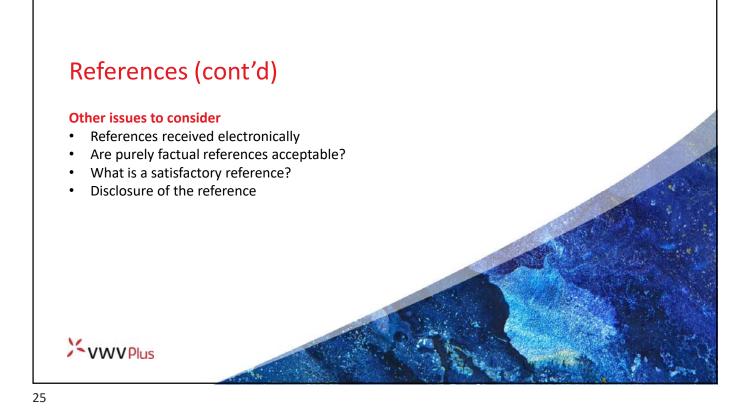
References

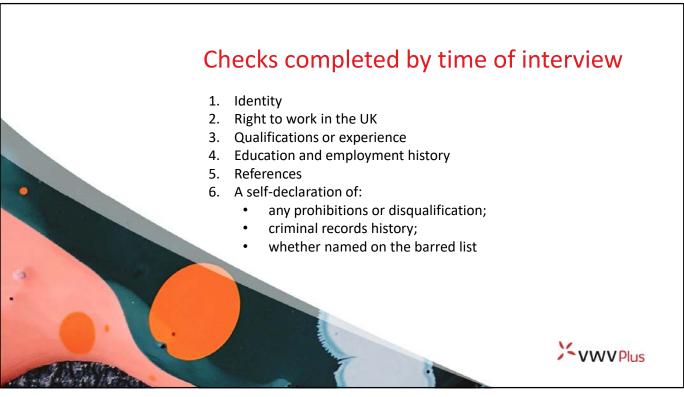
- Para 203 KCSIE: 'Schools and colleges should obtain references before interview, this allows any concerns raised to be explored further with the referee and taken up with the candidate at interview'
- Does this have to be followed? We raised this in the consultation
- Para 221 KCSIE 2022: 'Schools and colleges should obtain references before interview, where possible...'

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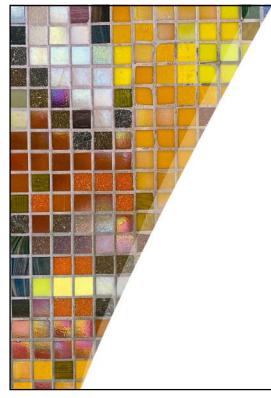
Interview

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"The interview and recruitment process which led to Huntley's appointment at Soham Village College was flawed, as the school principal admitted. This only goes to reinforce the findings of successive reports about the importance of the selection process..."

(Bichard Inquiry Report, Paragraph 58)

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Serious case review: What to cover at interview

Four key areas common amongst child abusers in professional settings which could be explored at interview by value based techniques:

- 1. Awareness of professional boundaries;
- 2. Appropriateness of relationships with children;
- 3. Commitment to and evidence of taking action to protect children; and
- 4. Self-awareness

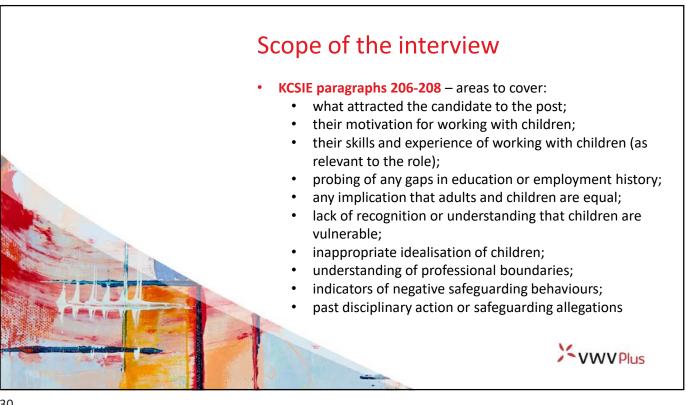


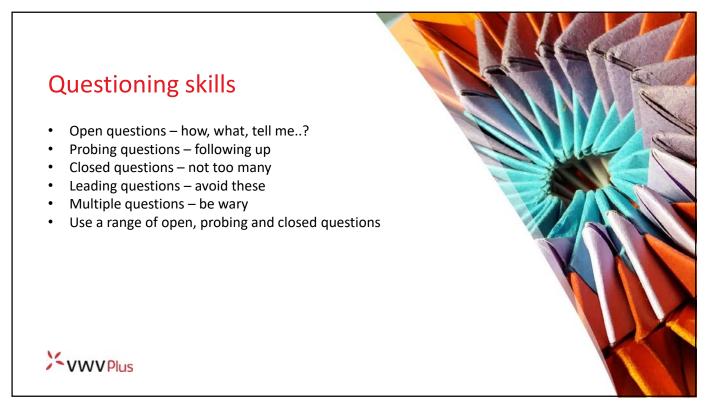
'Categories' of organisational sex offenders

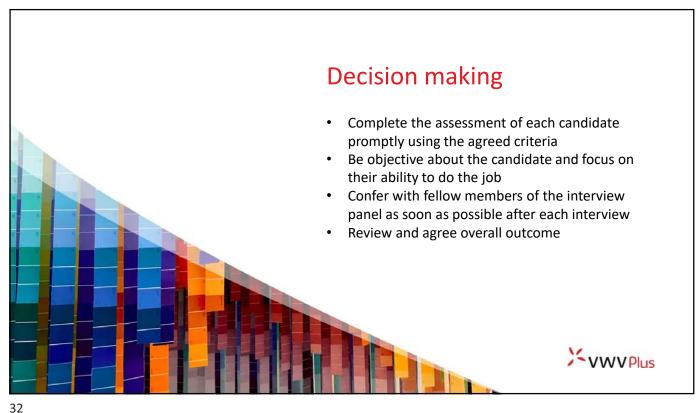
Report for the IICSA Residential Schools Investigation – Marcus Erooga (Aug 2019)

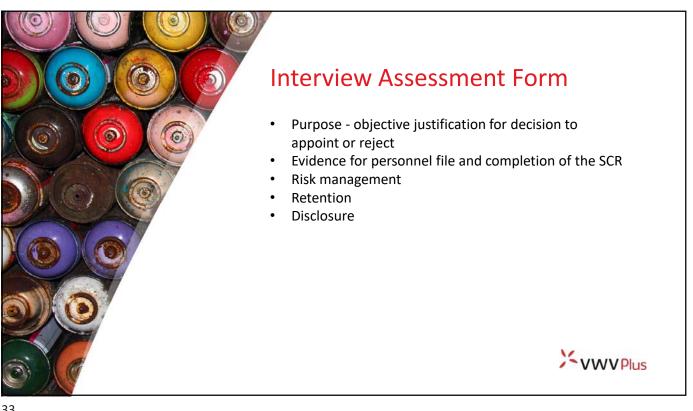
- **Preferential:** conscious desire to sexually abuse children and not easily deterred
- **Opportunistic:** motivated to abuse, will do so if potential victims are available, vulnerable and organisation inadvertently facilitates, or fails to prevent, their behaviour
- Situational: propensity to abuse is previously unknown or unacknowledged, abuse may represent an aberration in otherwise law abiding life
- Focus on those who are motivated to commit abuse tends to inform the general approach in policies and training

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Offer of employment letter

- Set out headline terms of offer ٠
- KCSIE: offer must be conditional upon satisfactory • completion of all required pre-appointment checks
- Why a conditional offer?
- Take care over the drafting of the specified conditions •









ISSRs, Part 4, paragraph 18

"The standard in this paragraph is met if... the proprietor carries out appropriate checks...and in the light of the information from the checks...the proprietor considers that the person is suitable for the position to which the person is appointed"

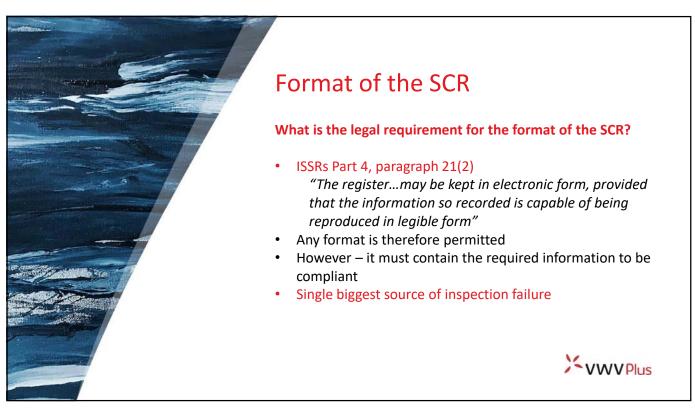
The requirement to keep a Single Central Register

KCSIE - paragraph 250

'Schools and colleges must maintain a single central record of preappointment checks, referred to in the Regulations as the register and more commonly known as the single central record' ISSRs, Part 4 paragraph 21

"The standard in this paragraph is met if the **proprietor keeps a register** which shows such of the information referred to in sub-paragraphs (3) to (7) as is applicable to the school in question"

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How do you complete your SCR?

- Separate entry for each individual
- Separate entry for each check
- What do the ISSRs 2014 say?
 - whether each check was completed: and
 - the date on which the check was completed or ٠ certificate received
- The use of 'N/A'
- Who completed the check?
- Notes
- What if you have no evidence about whether a check was completed?



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Key definitions

- Staff: "any person working at a school, whether under a contract of employment, under a contract for services, or otherwise than under a contract but not including supply staff or volunteers"
- **Regulated activity:**
 - paid work at a school; •
 - carried out frequently, intensively or overnight;
 - in connection with the purposes of the school; and
 - giving the opportunity for contact with children ٠
- Voluntary work must be unsupervised
- Temporary or occasional paid work that does not involve teaching, supervising, caring for or driving a vehicle for children = not regulated activity

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Key definitions (cont...) Supervision (KCSIE Annex F): "by a person who is in regulated activity;

- regular and day to day; and
- reasonable in all the circumstances to ensure the protection • of children"

Factors to consider when deciding whether supervision is reasonable:

- ages of the children, including whether their ages differ widely; ٠
- number of children that the individual is working with; ٠
- whether other workers are helping to look after the children;
- the individual's opportunity for contact with children;
- how vulnerable the children are; and •
- how many individuals would be supervised by each
- supervising worker

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Required checks for appointments to the proprietor body

- 1. Identity
- 2. Right to work in the UK
- 3. Enhanced DBS disclosure
- 4. Children's Barred List
- 5. Overseas checks
- 6. Prohibition from management
- 7. Section 142 direction

*Any other role specific check

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Required checks for volunteers

"Volunteer" means a person engaged in an activity which involves spending time, unpaid (except for travel and other approved out-of-pocket expenses), doing something which aims to benefit some third party other than or in addition to a close relative"

(Police Act 1997 (Criminal Records) Regulations 2002)

- 1. Identity
- 2. Children's Barred List
- 3. Enhanced DBS disclosure
- 4. Any other role specific check e.g. childcare disqualification

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Supply staff

- Who are supply staff?
- Who is responsible for carrying out the checks?
- Identity checking
- DBS certificate
- How do you record the checks on the SCR?

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Contractors

How should contractors be treated for compliance purposes?

• ISSRs Regulation 2: "Staff" means: "any person working at a school, whether under a contract of employment, under a contract for services, or otherwise than under a contract but not including supply staff or volunteers"

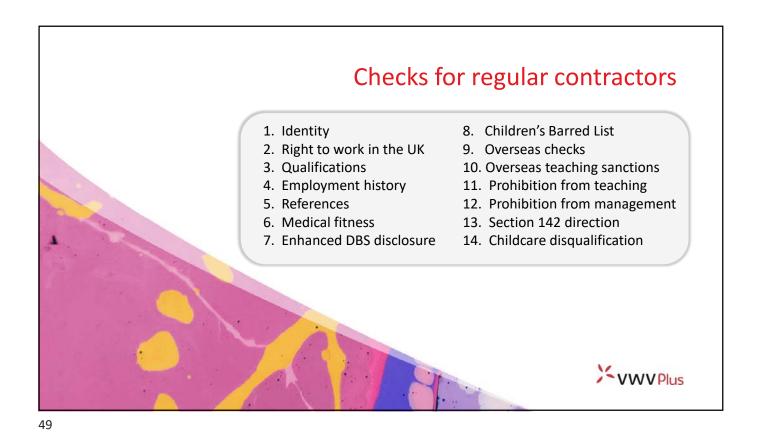
If contractors are staff which checks are required?

- basic legal position all checks apply;
- but see KCSIE (paragraph 273): 'Schools and colleges should ensure that any contractor, or any employee of the contractor, who is to work at the school or college, has been subject to the appropriate level of DBS check'

Suggested approach - divide into two groups:

- regular and long term work; or
- temporary or occasional work





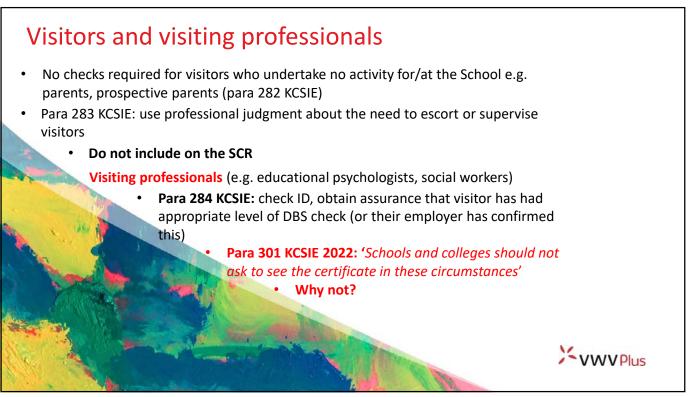
Checks for less frequent contractors

- 1. Identity
- 2. Enhanced DBS disclosure
- 3. Children's Barred List
- Any other checks carried out at the discretion of the school, based on assessment of safeguarding risk
- Temporary or occasional paid work which is not a specified activity with children i.e. teaching, supervising, caring for or providing advice is not regulated activity and no checks may be required (school has discretion in this respect but must apply it reasonably)



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<section-header> Which checks must be included on your SCR? Identity Right to work in the UK Children's Barred List DBS Qualifications Prohibition from teaching Section 142 direction Prohibition from management Overseas checks What about: references, employment history, medical fitness, childcare disgualification, overseas teaching sanctions? Children's Barred List Children's Barred List Mater about: references, employment history, medical fitness, childcare disgualification, overseas teaching sanctions?

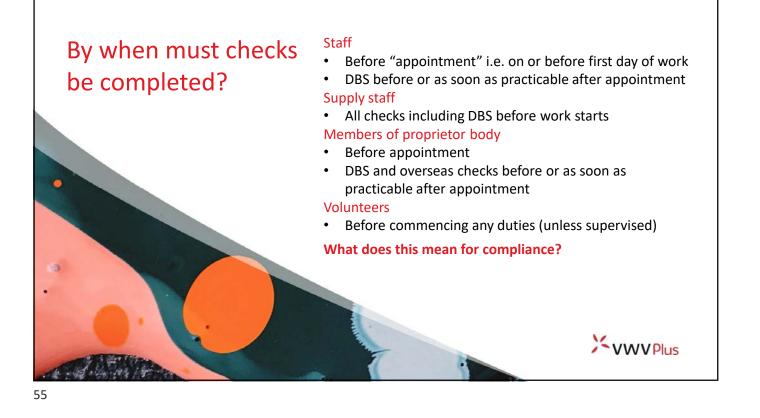
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Keeping evidence of checks

- ISSRs require schools to keep a SCR
- ISSRs do not require schools to retain any other evidence that checks completed
- KCSIE (para 259) requires retention of evidence that following checks completed:
 - identity;
 - right to work in the UK;
 - qualifications
- Education and Skills Act 2008 section 110 gives inspectors a right to inspect and take copies of any records kept by a school that are required for the purposes of inspection
- SCR is primary source of evidence that checks carried out



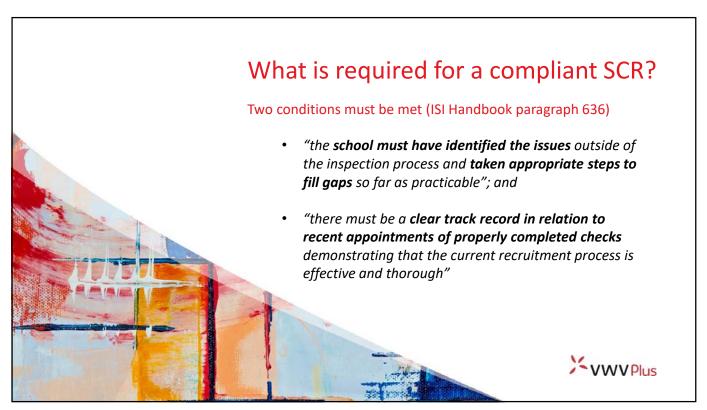


Re-checking staff

- Paragraph 327 KCSIE: 'There are limited circumstances where schools and colleges will need to carry out new checks on existing staff. These are when...there has been a break in service of 12 weeks or more.'
- Is this correct?
- Checks in the ISSRs apply when a person is 'appointed'
- Check the contractual position and decide is it continuing or has it been terminated/come to an end
- No checks required unless being appointed/re-appointed
- · Analogous to return from absence for maternity leave or long term ill health
- Risk assessment and some checks even if not required?
- Which checks?

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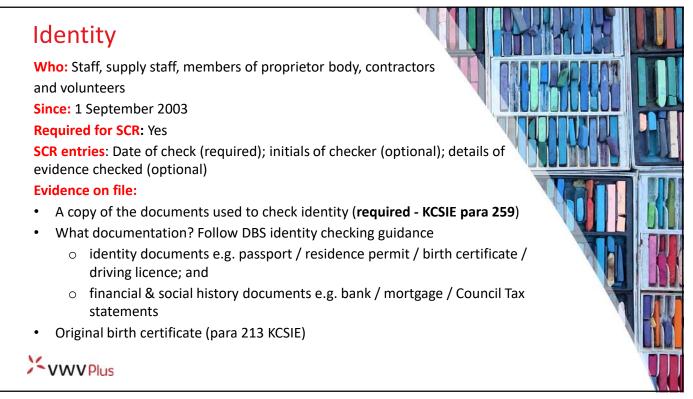
Tips for a critical review of the SCR – gaps

- 1. Know what checks are required for each person, according to start date and role
- 2. Check the start date
- 3. Are there entries in each box / are there any blanks?
- 4. If there is a blank, was the check a requirement for that person?
- 5. If No: enter "N/A" in the box
- 6. If Yes:
 - I. review the file; and/or
 - II. discuss with relevant staff
- 7. Consider remedial action
- 8. Repeat

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Tips for a critical review of the SCR – late checks Were any checks completed after the start date? 1. 2. If Yes: Is the start date correct? 3. If Yes: Was the check a requirement for that person? 4. If No: it does not matter that it was completed late - enter explanation in the 'Notes' column If Yes: 5. Ι. is there an explanation in the 'Notes' column? Π. review the file; and/or III. discuss with relevant staff **Consider remedial action** 6. 7. REPEAT VWVPlus







Right to work in the UK

Who:

- ISSRs staff, supply staff and members of proprietor body
- Immigration Act: all employees

Since: 1 May 2007

Required for SCR: Yes

SCR entries: Date of check (required); initials of checker (optional); details of evidence checked (optional)

Evidence on file: A copy of the documents used to establish RTW (required - KCSIE para 259)





DBS disclosures

Who: Staff, supply staff, members of proprietor body, contractors and volunteers

Since: 1 September 2003

If: The person is eligible for a DBS check i.e. they carry out regulated activity

Required for SCR: Yes

SCR entries:

- Date the check was made (required); initials of checker (optional)
- Date original certificate seen by the school (required)
- Certificate number(optional)
- N/A if not working in regulated activity or the "three month rule" applies (recommended)





DBS disclosures (cont'd)

Key point: must see the DBS certificate and record this date on the SCR. Unchecked until it is seen. Clearance from umbrella body alone is not enough

Commencing work prior to receipt of the DBS disclosure certificate

- All other checks completed
- Risk assessments
- Supervision

Evidence on file:

- No requirement to retain any evidence
- Options:
 - DBS certificates?
 - Written risk assessment
 - Documents detailing supervision



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Children's barred list checks

Who: Staff, supply staff, members of proprietor body, contractors, and volunteers – if working in regulated activity

Since: 2 October 2000 with retrospective effect (Protection of Children Act)

Required for SCR: Yes

SCR entries:

- Date of check (required); initials of checker (optional);
- N/A if not in regulated activity (recommended) / note explaining why (optional)

Evidence on file:

- No requirement to keep any evidence
- **Options**: entry on recruitment checklist / copy of print out from Teacher Services System (**TSS**) / file note



Overseas checks

Who:

 Staff, supply staff, members of proprietor body and regular contractors

Since: 17 January 2005

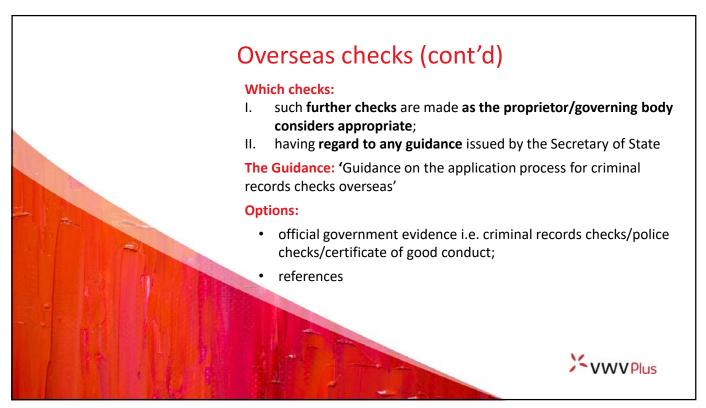
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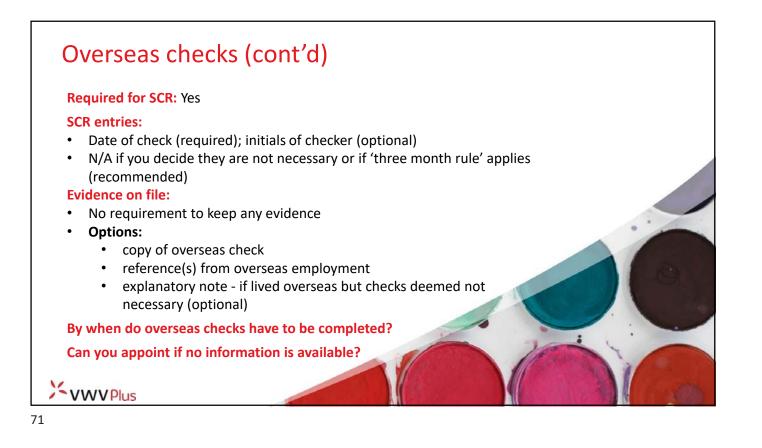
- that person is living or has lived outside the United Kingdom; and
- as a consequence, obtaining a DBS certificate is insufficient to establish their suitability to work in a school

Options

- 3 months or more in past 5 years;
- 3 / 6 months or more in past 10 years;
- · every country in which lived or worked; or
- assess each case individually

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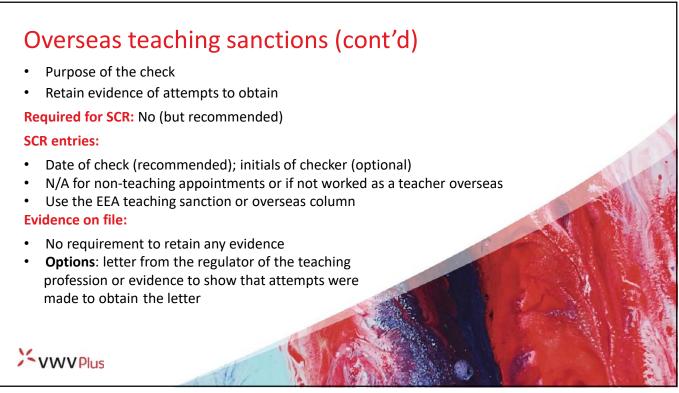




Overseas teaching sanctions

- Formerly EEA teaching sanction check via TSS not possible with effect from 1 January 2021
- 18 January 2021: letter of professional standing
- I September 2021: para 262 KCSIE schools *could* obtain a letter (via the applicant) from the professional regulating authority in the country (or countries) in which the applicant has worked confirming that they have not imposed any sanctions or restrictions, and or that they are aware of any reason why they may be unsuitable to teach
- Who: teaching staff appointments who have worked as a teacher overseas, at any time, in any country
- Since: 18 January 2021
 - In addition to overseas criminal records checks







References

Who: KCSIE: staff, supply staff and regular contractors Since: 1 September 2003

Required for SCR: No (but recommended)

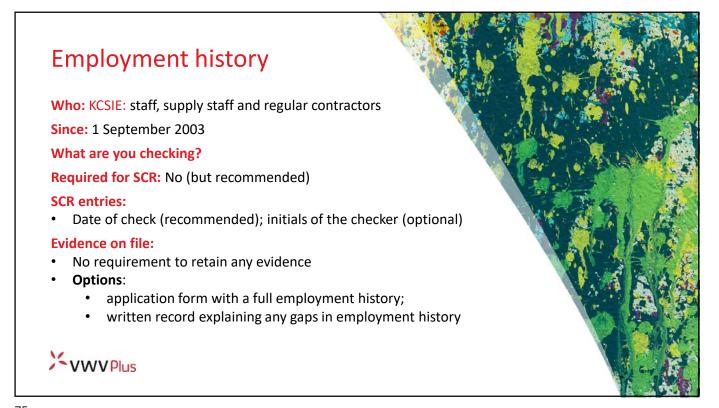
SCR entries:

• Date each reference deemed satisfactory (recommended); initials of the checker (optional)

Evidence on file:

- No requirement to retain any evidence
- Options:
 - copy of each reference;
 - file notes to evidence attempts to chase references









Medical fitness

Who: Staff, supply staff and regular contractors

Since: 1 September 2003

How to check: no prescribed method

Required for SCR: No (but recommended)

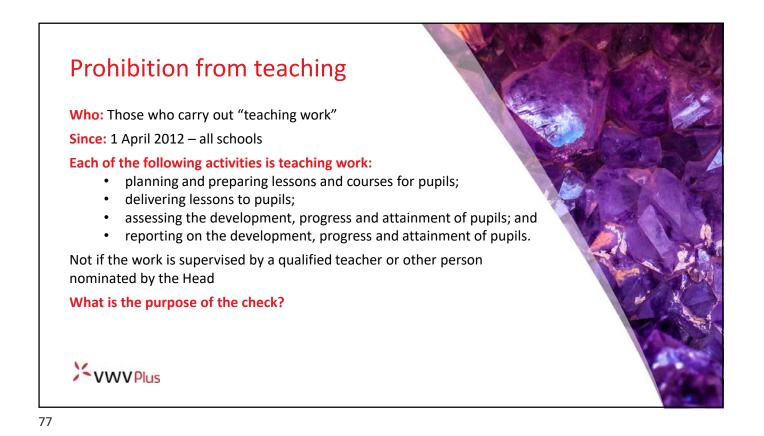
SCR entries:

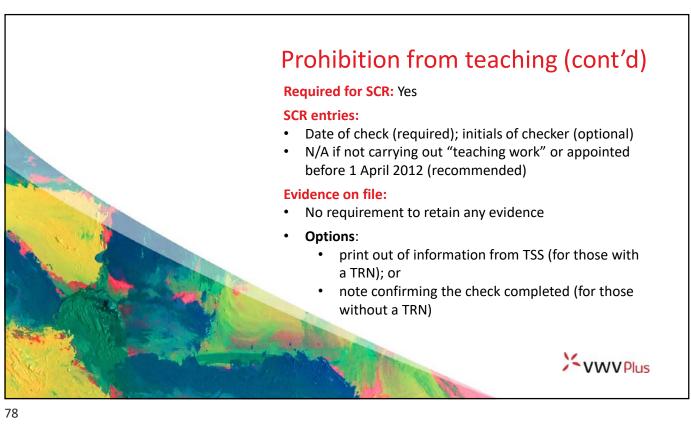
 Date of check (recommended); initials of checker (optional)

Evidence on file:

- No requirement to retain any evidence
- Options:
 - self-declaration of medical fitness
 - health questionnaire; or
 - other evidence confirming physically and mentally fit for the role

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Prohibition from management (section 128 directions)

Who:

- Those involved in the management of the School e.g. Head, all members of Senior Leadership Team, department heads, governors
- Appointed from 12 August 2015 onwards
- Internal promotions from May 2018

How: TSS or DBS certificate

Required for SCR: Yes

SCR entries:

- Date of check (required); initials of checker (optional);
- N/A for all other appointments (recommended)

Evidence on file:

- No requirement to retain any evidence
- Options: print out of information from TSS or note confirming no information in DBS check

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Section 142 directions

What:

- Section 142 Education Act 2002: gave secretary of state power to issue prohibitions or restrictions which prevent or restrict a person from:
 - I. providing education at a school;
 - II. taking part in the management of an independent school; or
 - III. working in regular contact with children

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Who: anyone undertaking the above work

Since:

- 1 September 2003
- No longer issued but must still check

Section 142 directions (cont'd)

How to check:

- DBS certificate; or
- TSS

Required for SCR: Yes (since 5 January 2015)

How to record on the SCR: use the DBS column

What evidence should be on file:

- No requirement to retain any evidence
- Options:
 - Note confirming that no information contained on DBS disclosure
 - Print out of information from TSS or note to confirm when checked

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Childcare disqualification

See: 'Disqualification Under the Childcare Act 2006'

Who: Those who provide "childcare" in Early Years Provision or Later Years Provision or are directly involved in its management

Since: 26 March 2015

- EYP = providing education in nursery and reception classes and/or any supervised activity e.g. breakfast clubs, lunchtime supervision and after school care during and outside of school hours
- LYP = childcare provided by the school outside of school hours for children who are above reception age but who have not attained the age of eight (not including extended school hours for co-curricular learning activities, such as a school's choir or sports teams)



Childcare disqualification (cont'd)

Who to check: further information

- Those in scope = must be checked i.e. teachers and teaching assistants in EYP / those running before and after school clubs in EYP and LYP / Head
- 2. Those **out of scope = no check required** i.e. caretakers, cleaners, drivers, transport escorts, medical staff, office staff
- Those occasionally in scope = risk assess whether to check by reference to duties and frequency i.e. other teachers & teaching assistants, contractors, supply staff, volunteers, governors, members of the SLT

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Childcare disqualification (cont'd)

How to check:

- Successful candidates for relevant roles to self-declare any disqualification grounds during recruitment
- Existing staff in scope to self-declare any relevant grounds
- 'By association' element ceased to apply to schools with effect from 31 August 2018
 - records for household members should be destroyed
- Disqualified person can apply for a waiver from Ofsted
- On-going duty on staff to update about change in circumstances – <u>make this contractual</u>



Childcare disqualification (cont'd) Required for SCR: No (but recommended where applicable) SCR entries • Date of check (recommended); initials of checker (optional)

• N/A if not "in scope"

Evidence on file:

- No requirement to retain any evidence
- Options:
 - self-declaration form
 - waiver from Ofsted confirming a disqualification was waived (if necessary)

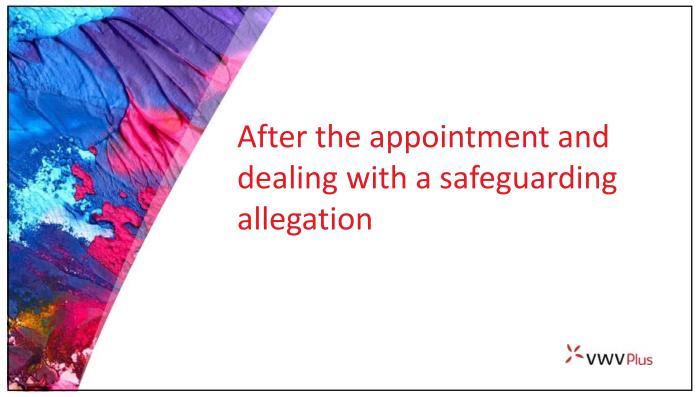
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Key principles

- 1. Review the SCR frequently
- 2. Governor oversight on a termly basis
- 3. Identify issues outside of the inspection process and take **appropriate steps** to fill gaps or explain checks completed late
- 4. Establish how long your clear track record of properly completed appointments is
- 5. Review whether you are following your own recruitment procedures
- 6. Take advice
- 7. External audit of SCR and files

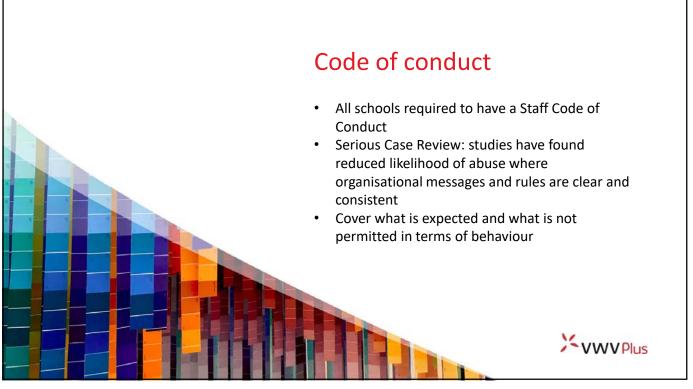




Safeguarding induction

- Introduction to your culture and ethos
 - KCSIE para 13: all staff, governors and volunteers should be made aware of:
 - KCSIE Part 1
 - the child protection policy
 - staff code of conduct
 - pupil behaviour policy
 - DSL and DDSL role, identity and contact detail
 - employment policies and procedures (whistleblowing)
- Induction checklist

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Code of conduct (cont'd)

Key elements:

- a set of general guiding principles
- guidance on staff / pupil relationships
- meetings with pupils
- language and appearance
- guidance on restraint and physical contact
- conduct outside of school
- communication with pupils- use of social media
- acceptable use of technologies
- FGM
- the prevent duty



The benefits of a code of conduct

- Sets clear expectations on behaviour
- Allows colleagues to better identify concerning behaviours and to report them
- Marcus Erooga IICSA report:
 - a key element of any abuse process will be boundary violation
 - the safest environments for children are organisations where boundaries are considered important and adhered to in every aspect of staff performance
- Helpful in disciplinary procedures

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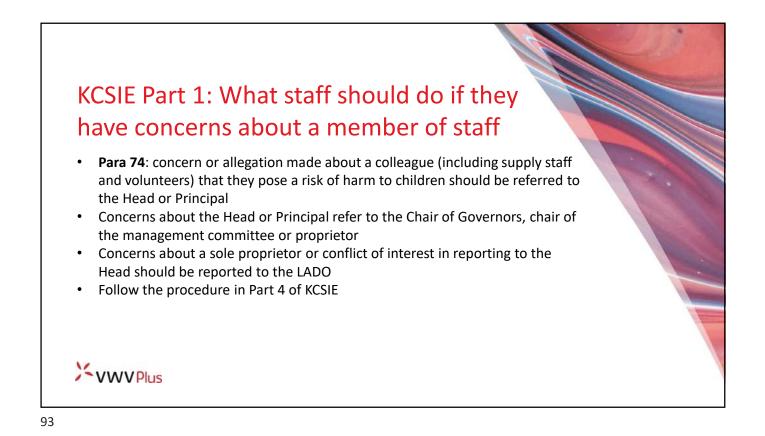
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Identifying harm

Children Act 1989: section 31(9) – Care and supervision orders:

- "harm" means ill-treatment or the impairment of health or development [including, for example, impairment suffered from seeing or hearing the ill-treatment of another]
- "health" means physical or mental health; and
- "ill-treatment" includes sexual abuse and forms of ill-treatment which are not physical"
 SVGA 2006 (Explanatory Note): 'The term "harm" is used in relation to the thresholds for barring and for the duties to refer information to the IBB. The term is not defined in the legislation as it is intended to take its normal, everyday meaning'









Case study – Part 1

A teacher, Mr B, is seen frequently walking around the school grounds with the same Year 12 pupil. The contact appears to be social rather than professional in contravention of the staff code of conduct.

Other staff are concerned about the frequency and nature of the contact.

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Dealing with a safeguarding allegation

Does Part 4 of KCSIE apply?

The Part 4 threshold - must be followed if alleged that a member of staff has:

- behaved in a way which has harmed, or may have harmed a child;
- possibly committed a criminal offence against or related to a child;
- behaved towards a child or children in a way that indicates they would pose a risk of harm; or
- behaved or may have behaved in a way that indicates they may not be suitable to work with children



Low level concerns

- Schools should have policies and processes to deal with concerns/allegations) which do not meet the harm threshold
- Para 432 KCSIE 2022: a low-level concerns policy should:
 - contain a procedure for sharing concerns confidentially;
 - be clear, easy to understand and implement;
 - provide for concerns to be shared initially with the DSL, values guardian, safeguarding champion or Head/Principal
 - if shared initially with DSL or other person the Head should be informed '*in a timely fashion*'
 - Head/Principal should be the ultimate decision maker in respect of all low-level concerns
- Para 73 KCSIE: the low-level concerns policy should be set out within the staff code of conduct and safeguarding policies

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Low level concerns (cont'd)

- What is a low level concern? KCSIE para 409
 - behaviour inconsistent with code of conduct (including outside of work) but not enough to meet harms threshold
- Some examples (para 410 KCSIE):
 - being over friendly with children;
 - having favourites;
 - taking photographs of children on their mobile phone;
 - engaging with a child on a one-to-one basis in a secluded area or behind a closed door; or
 - using inappropriate sexualised, intimidating or offensive language
- Key encouraging staff to recognise and share any concern

VWVPlus

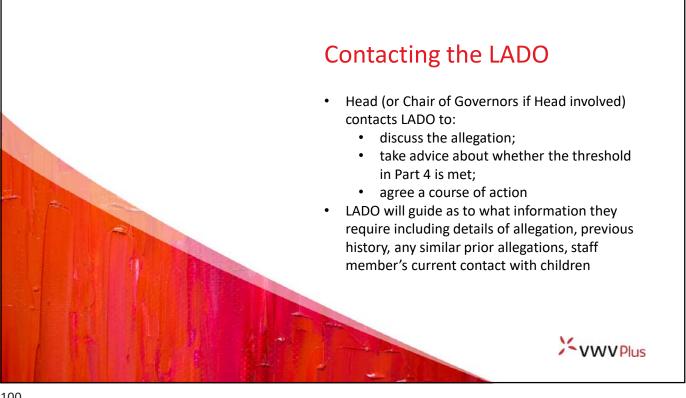
Case study – Part 2

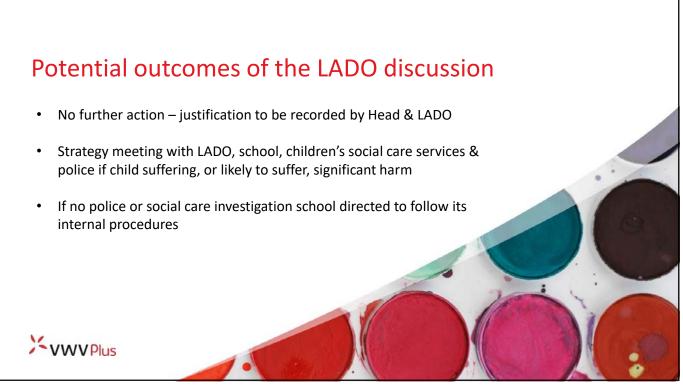
Mr B is spoken with and is shocked by the complaint. He says that the pupil needed additional pastoral support due to personal circumstances, that she had latched on to him and that he was only trying to be supportive.

When the pupil is spoken with she portrays this as a friendship and does not consider it inappropriate.

The Head decides that the School email system should be searched. This reveals several emails between Mr B and the pupil, which are overly familiar in nature. Some of the emails have been sent to the pupil during school holiday periods.



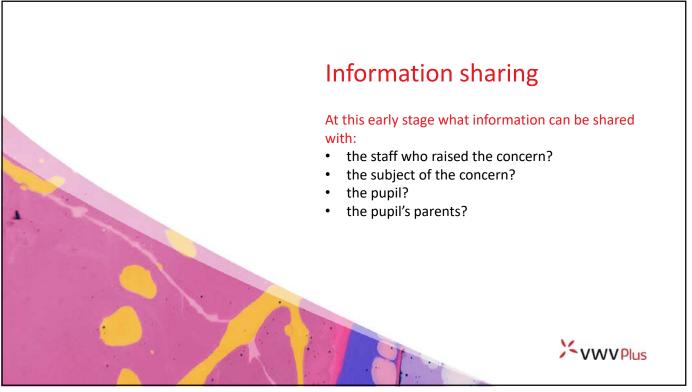




Case study – Part 3

The Head then receives a call from the parents of the pupil to say they have been looking at their daughter's mobile phone and have found text messages between her and Mr B. The text messages suggest that there has been a meeting between them on a Saturday evening and the parents say they are going to go to the police if the School does not act immediately.





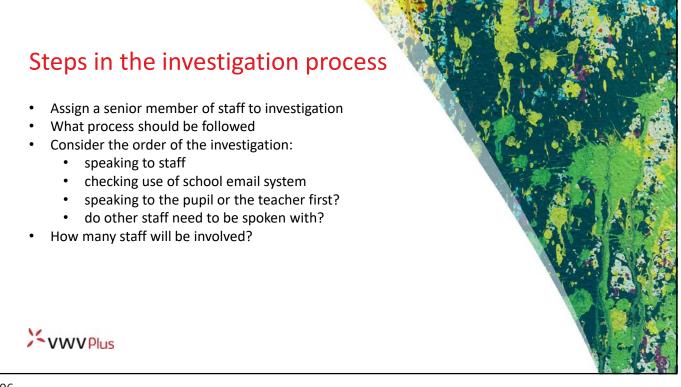




Early strategic considerations

- 1. Who will liaise with the statutory authorities?
- 2. Who will liaise with parents if needed?
- 3. Who will provide support for the child?
- 4. Who will liaise with the staff member?
- 5. Can the staff member remain at work?
- 6. Who will carry out a disciplinary investigation?
- 7. Who will conduct a disciplinary hearing?
- 8. Who will conduct an appeal hearing?





Case study – Part 4

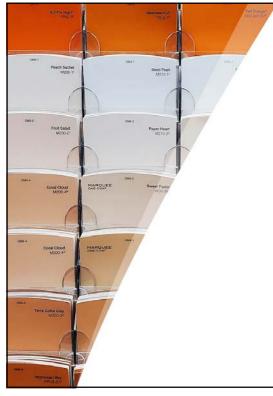
The LADO, the Police and the Head have now attended a strategy meeting. The LADO and the Police consider that a potential criminal offence has been committed and that a criminal investigation is required. Mr B is arrested, questioned and released.

A decision is taken to formally suspend Mr B.



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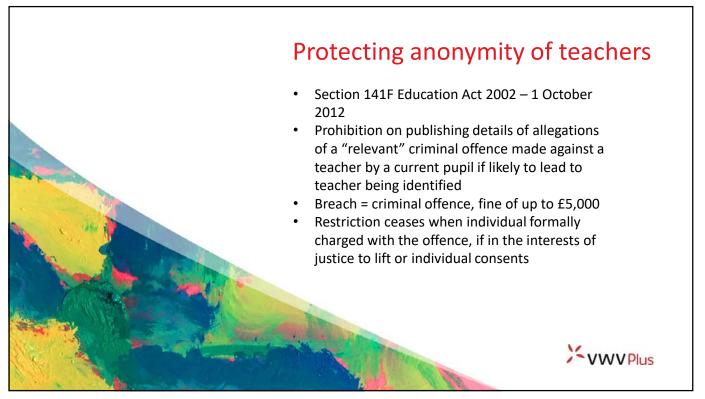


Support for the staff member

- School has a duty of care to all employees
- Take all steps to minimise the inherent stress in this process:
 - when do you inform the individual?
 - encourage contact with trade union for support
 - point of contact with the school
 - access to counselling and medical support
 - social contact with colleagues
 - keep the individual informed of progress



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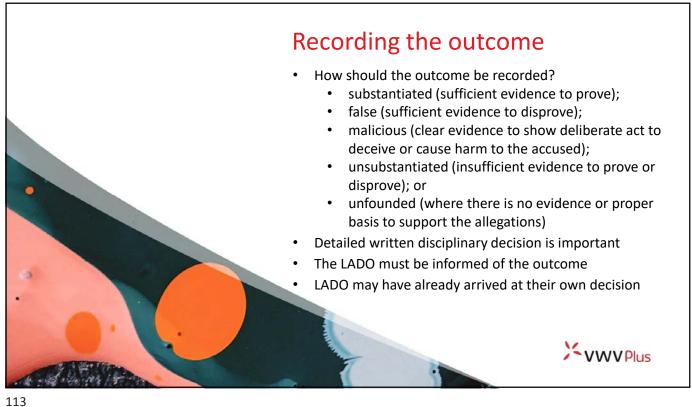




Case study – Part 5

Following a disciplinary hearing and appeal the allegations against Mr B are upheld and he is dismissed for gross misconduct.

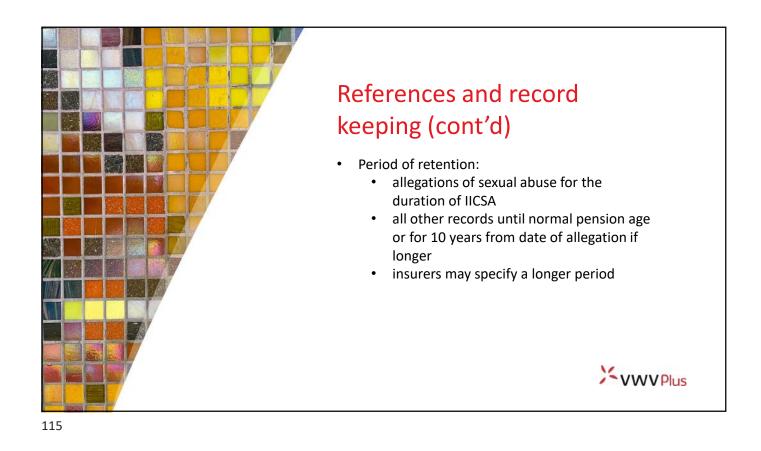




References and record keeping

- References:
 - only substantiated allegations should be mentioned
 - low level concerns KCSIE para 422: a low-level concern which relates exclusively to safeguarding should not be referred to in a reference. A lowlevel concern (or group of concerns) which has met the threshold for referral to the LADO and is substantiated, should be referred to in a reference
- Record keeping: malicious allegations must not go on file
- False and unsubstantiated allegations: file note of procedure and outcome
- Purpose: to enable accurate information to be provided in references, clarifying information in future DBS checks & to avoid re-investigation





Referrals to the DBS

- Section 35 SVGA: schools required to make a referral to the DBS if an individual is removed (or removes themselves) from regulated activity because they have either:
 - engaged in "relevant conduct";
 - satisfied the "harm test"; or
 - been charged or convicted of a "relevant offence"
- Timing: as soon as possible / "promptly" after removal
- **Does suspension trigger a referral?** KCSIE para 331: referral could be required "this could include when an individual is suspended"







Reporting to the Charity Commission

- Timing
- Significant loss of funds; or
- Significant risk to:
 - property;
 - work;
 - beneficiaries; or
 - reputation
- Whose decision?
- Inspection?





