



**The Kite
Academy
Trust**
Flying high
together

KITE ACADEMY TRUST

RECRUITMENT & SELECTION POLICY

Contents

1	Introduction	2
2	Aims of the Policy	2
3	Responsibilities	2
4	Safer Recruitment	2
5	Planning Recruitment Needs	3
6	Advertising	3
7	The Application Process	4
8	The Selection Process	5
9	Job Offers to Successful Candidates	7
10	Appointment and Promotion of Staff from within The Kite Academy Trust	8
11	Use of Supply Staff, Volunteers and Contractors	8
12	Employment of Migrant Workers	8
13	Data Protection	8
	Document Management	9

1 Introduction

At The Kite Academy Trust, the contribution of all employees is highly valued and we recognise that the recruitment of highly competent, skilled staff is fundamental to maintaining our excellent standards of service and the safe, prosperous environments in which our people and our pupils can thrive and flourish. This policy is intended to establish a clear framework for the efficient and effective recruitment of all employees across The Kite Academy Trust.

The Kite Academy Trust is committed to ensuring a well-managed, robust recruitment process that every candidate with a fair and supportive opportunity to demonstrate their full potential. We are also committed to safeguarding and promoting the welfare of children and young people and expect all employees and volunteers to share this commitment.

This policy complies with current Department for Education (DfE) guidance, including 'Keeping Children Safe in Education', and best practice.

2 Aims of the Policy

This policy aims to ensure:

- Newly recruited employees have the most appropriate blend of qualifications, experience, knowledge, skills and abilities to meet the demands of the post and the needs of the Trust;
- A consistent and equitable approach to the appointment of all employees;
- Compliance with DfE safeguarding guidance in recruitment processes;
- Compliance with all relevant equal opportunities legislation and to eliminate discrimination on the grounds of any protected characteristic (including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origins), religion or belief, sex, and sexual orientation).
- Positive action measures under the Equality Act 2012 to encourage applications from under-represented groups (without compromising merit-based selection);
- Accessibility for individuals with disabilities, with provision of reasonable adjustments where necessary;
- Cost-effective use of resources in recruitment and selection processes.

3 Responsibilities

The Executive Team, in consultation with the Academy Head Teacher or Business Services Manager, is responsible for determining the staffing complement (type and number) of an academy or service team.

The Academy Head Teacher or Business Services Manager will have delegated responsibility for the appointment of employees outside of the leadership group.

Once the selection panel has been agreed, the lead person in conjunction with the panel will be responsible for planning the selection process along with a timetable of the recruitment process, in consultation with the HR Business Services Team.

The selection panel for any position will have responsibility for ensuring that a fair, equitable and non-discriminatory process is maintained throughout the recruitment and selection process.

4 Safer Recruitment

Matters to do with child protection, safeguarding and the promotion of the welfare of children will be central to the recruitment process, starting with the planning of recruitment needs through to the selection exercise and appointment itself. Particular measures to ensure safe recruitment practice, compliant with DfE advice, are identified in this policy.

The selection panel have responsibility for ensuring the implementation of these measures. The safeguarding measures noted in the policy are not exhaustive or designed to obviate the need to refer to the most recent DfE guidance.

5 Planning Recruitment Needs

Planning

The Executive Team, in conjunction with the Academy Head Teacher or Business Services Manager, will review the staffing requirements of an academy annually or service team and assess the short and long-term recruitment needs, so that as far as possible, a planned approach to resourcing can be taken. The specification for any post will then be agreed in consultation with the Academy Head Teacher or Business Services Manager.

Before the start of the recruitment process, there will be a review of the needs of the specific role. Where a job description or person specification does not exist (i.e. for new posts) then these will be drafted by the HR Business Services Team, in consultation with the Executive Team.

Job descriptions and person specifications for existing posts will also be reviewed to determine whether the roles and responsibilities of the post need to be revised and to update the necessary qualifications, knowledge, experience, skills or abilities required by the post holder.

The person specification will also be reviewed to ensure that it does not unlawfully discriminate against any protected characteristic, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origins), religion or belief, sex, and sexual orientation.

Where it is determined that posts are of a short-term nature, this will be clearly specified in the job description and any advertising literature. Posts will only be advertised on a temporary or fixed term basis for genuine temporary reasons. Most temporary or fixed term contracts will come to a natural end, however, where a fixed period contract expires and the need for the post remains for a further definite period, then the post holder will usually be given an extension to their fixed period contract.

Where the need for a temporary or fixed term post becomes a permanent one, there will be no automatic entitlement for the temporary post holder to be offered the permanent contract. The Executive Team will consider the most appropriate recruitment process in the circumstances, which could include consideration of the original reason for the post initially being temporary, any subsequent changes in the needs of the academy, the original recruitment process that was undertaken, etc.

Safeguarding Measures

- A statement of the commitment of the Trust to safeguarding and the promotion of the welfare of children will be included in both the job description and the person specification;
- All job descriptions will make reference to the responsibility for safeguarding and promoting the welfare of children. The job description will clearly set out the extent of relationships and contact with children and the degree of responsibility for children that the post holder will have;
- All person specifications will make reference to the need for the job holder to be suitable to work with children. Qualifications, experience, competencies and qualities needed for the role will be identified, along with an explanation of how they will be assessed during the selection process;
- All short listed applicants will be notified that any relevant issues arising from references will be taken up at interview

6 Advertising

All posts

All posts will be advertised simultaneously across the Trust and externally - locally or nationally -

as appropriate. Preference will be shown to internal candidates during the shortlisting process, where such candidates meet all essential criteria.

In certain circumstances a post or promotion opportunity will be ring-fenced for current employees in the first instance. Any ring-fencing of posts will be applied consistently and transparently, and decisions not to advertise will be documented to ensure fairness.

Posts may also be advertised on other web sites and other types of media so long as good practice is maintained.

Occasionally the decision may be taken not to advertise a post, either because a similar post has recently been advertised, and an appointment can be made from the subsequent interviews, or because a temporary appointment needs to be made as soon as possible to ensure continuity within a post. (This could be to cover a long-term sickness absence or to cover a vacancy pending the completion of the recruitment process to appoint a permanent post holder).

Leadership posts

Leadership posts will be advertised as is considered most appropriate. As a general rule, such posts will, as a minimum, be advertised internally within The Kite Academy Trust as well as on a relevant internet job site, and may additionally be advertised in a nationally printed publication. Preference will be shown to internal candidates with the relevant experience and who meet the criteria in the person specification during the shortlisting process. Where there is demonstrable good reason not to advertise, and it is decided not to advertise, the decision-making process will be robustly documented to ensure that it will stand up to scrutiny. No final decision will be made until the CEO of The Kite Academy Trust has been consulted.

Safeguarding measures

- All advertisements will include a statement about the Trust's commitment to safeguarding and promoting the welfare of children;
- Reference will also be made to the requirement for the successful applicant to undertake an enhanced level check via the Disclosure and Barring Service (DBS).
- Social media checks may be conducted prior to interview, where relevant to the role and safeguarding responsibilities. Such checks will comply with guidance from the Information Commissioner's Office (ICO), be proportionate and candidates will be informed in advance.

7 The Application Process

Information packs

For all posts, information packs will be sent to all interested parties. The information pack will consist of:

- A job description and person specification;
- An application form, including an equalities monitoring form, with details for completion;
- A copy of the Trust's equal opportunities policy statement;
- A copy of the Trust's child protection policy statement;
- A statement of terms and conditions relating to the post;
- Information about the recruitment process (interview dates etc.);
- Any other relevant information regarding the post and the Trust/ academy.

Applications received after the closing date will not be considered, unless the applicant has given prior notice of a late application to the recruiting officer and this has been agreed by the selection panel, or there has been a low response to the advertisement.

Applications made through means other than on application forms will not be considered, unless a reasonable adjustment has been made to accommodate the needs of an applicant with a disability.

Safeguarding Measures

- All applications must be made using the application form for the position to ensure receipt of relevant personal data (including DfE reference number, QTS status and registration with the GTC), educational and employment history, declarations of relationships to existing employees, councillors and governors, details of referees and a statement of personal qualities and experience.
- The application form also includes an explanation of posts exempt from the Rehabilitation of Offenders Act 1974, the filtering rules and the need to declare all convictions, cautions, warnings and bind-overs and current police investigations or pending criminal proceedings. The applicant will also have declared that they are not on the children's barred list, disqualified from teaching or if they are subject to sanctions imposed by a regulatory body e.g. GTC or National College for teaching and Leadership.
- Details of any convictions, cautions, warnings, bindovers or other relevant information should be attached to the completed application form in a sealed envelope marked confidential, unless they are not required to declare under the filtering rules.

8 The Selection Process

The Selection Panel

A selection panel of at least two people will be set up prior to the shortlisting process. The members of this panel will typically be comprised of:

- Academy Head Teacher or Business Services Manager;
- Line Manager for the post (where this is not the Academy Head Teacher or Business Services Manager);
- A Trust representative (For Academy Head Teacher or Executive appointments);
- Professional advisors (where particular expertise or guidance is required).

As such, wherever possible, all panel members will have been trained in and/or have relevant experience of recruitment and selection and interviewing.

Where a candidate is known personally to a member of the selection panel, it should be declared before shortlisting takes place. It may then be necessary to change the selection panel to ensure that there is no conflict of interest and that equal opportunities principles are adhered to.

Safeguarding Measures

At least one member of the panel will have undergone appropriate safer recruitment training.

Shortlisting

Prior to shortlisting, the equality monitoring forms will be removed from the applications and not copied for the shortlisting panel. If an applicant has requested reasonable adjustments to a part of the shortlisting process to accommodate a disability, then this will be notified to the Chair of the selection panel.

The shortlisting process for interview will determine those applicants who best meet the criteria for the post as outlined in the person specification. Decision-making will be based solely on the information available on the application forms.

Where shortlisted applicants have declared they do have unspent convictions, cautions, warnings, bind-overs or have had any sanctions imposed by the National College for Teaching and leadership and/or are not registered with the GTC, then this will be followed up at interview. In certain cases, it may be necessary to have a discussion with the applicant prior to the interview.

If a disabled applicant meets the minimum criteria for the person specification, then they will be shortlisted.

Safeguarding Measures

- Incomplete applications will be rejected and may, at the discretion of the selection panel, be returned to the candidate for completion;
- Notes will be made of any anomalies, discrepancies or gaps in employment so that these can be considered as part of the shortlisting process. Reasons for gaps in employment, repeated career changes, moves from permanent to temporary or supply teaching will also be noted and subject to exploration and verification.

References

References will be requested for all shortlisted candidates (including internal applicants) prior to interviews. In circumstances where this is not possible, reasons will be documented. References will be obtained before any offer of employment is made. References will be sought directly from referees and will include confirmation of suitability to work with children.

The Trust will comply with the requirements of the Equality Act 2010 by not asking questions about a candidate's health or disability as part of these references, prior to a job offer being made (this includes information relating to levels of sickness absence).

It will be for the selection panel to determine whether the referees given by applicants are suitable and appropriate. Great care should be taken in determining whether a referee(s) given by an applicant are suitable. For example, any applicants currently working in a school environment should give the Head Teacher of that establishment as one referee. References from family members or friends will not be acceptable.

All references subsequently received will be held by the Chair of the interview panel who will explore any areas of concern at interview. Once a preferred candidate has been chosen following the interview process, the rest of the interview panel will be given access to the references of that person only, in order to confirm their decision.

Safeguarding Measures

- References will be sought and obtained directly from the referee. References or testimonials provided by the applicant will not be accepted;
- References will seek the necessary relevant and objective information in line with current DfE guidance and a declaration from the referee that the applicant is suitable to work with children;
- All references will be vetted according to current DfE guidance;
- Issues of concern will be raised further with the referee and taken up with the candidate during the interview;
- Where references are not received prior to the interview, any concerns will be resolved satisfactorily prior to the start of employment.

Other Checks prior to Interview

Where a candidate is claiming specific qualifications or previous experience that is relevant to the job but is not verified by reference checks, then these will be verified so that any discrepancy can be explored prior to appointment.

The Interview and Selection Process

Prior to the interview and selection process, candidates will be given any relevant information, e.g. details of any selection methods that will be used. Candidates who have a disability or any particular needs will be given a chance to highlight this prior to the process, in order that reasonable adjustments can be made if required.

Whilst an interview is always likely to be used as the primary feature of the selection process the selection panel will need to consider whether any additional selection methods will be required to supplement the interview. This may include presentations, teaching observation, inter-action with pupils, in-tray exercises, psychometric/verbal/numerical tests, etc. according to the requirements of the role. Any psychometric tests used will have been validated in relation to the job, be free of bias and be validated only by a suitably trained person. Whatever methods are chosen the panel will use these to assess the merits of each candidate against the person specification and explore their suitability to work with children.

The selection panel will ensure that all candidates are asked the same main questions at interview based on the list of essential criteria for the post, although supplementary questions may differ according to candidate's answers and backgrounds.

Particular care needs to be taken to ensure that no questions or selection methods could be viewed as discriminatory.

Safeguarding Measures

- Invitations for interview will stress that the successful candidate will be subject to thorough identity checks and an enhanced DBS check. Candidates should be requested to bring with them documentation to verify their ID, i.e. passport, driving licence, birth certificate, etc.
- They will need to be instructed to bring with them to interview documentation that will confirm relevant educational and professional qualifications. Copies of all documents will be kept on file for successful candidates.
- In addition to assessing the candidate's suitability for the post, the panel will also need to assess the candidate's attitude toward children and young people, their ability to support the Trust's safeguarding agenda and promote the welfare of children. Gaps in their employment history and concerns or discrepancies in the application form and reference will also be explored.

9 Job Offers to Successful Candidates

Job Offers

Successful candidates will normally be offered the post verbally, followed by an offer letter as soon as possible afterwards. Any written offer of appointment will include starting salary and any terms that the offer is subject to e.g. satisfactory completion of an occupational health questionnaire, provision of appropriate documentation to verify entitlement to work in the UK (under the Asylum and Immigration Act 1996).

Safeguarding Measures

Any offer of employment will be conditional upon:

- The receipt of at least two satisfactory references, if not already received;
- Verification of the candidate's identity, if not verified following interview;
- A satisfactory Enhanced DBS check (including check of the Children's Barred List);
- Verification of the candidate's fitness to undertake the role;
- Verification of the applicant's qualifications, if not verified following interview;
- Verification of professional status where required e.g. GTC registration, QTS status and NPQH etc.;
- Verification of the candidate's right to work in the UK (including photocopy evidence);
- For those gaining QTS after 7 May 1999, verification of successful completion of statutory induction period;
- For support staff posts, satisfactory completion of the required probationary period.

Where a candidate:

- Is found to be on the Children's Barred List, or the DBS check shows that the candidate has been disqualified from working with children;
- Has provided false information in, or in support of, their application; or
- There are serious concerns about an applicant's suitability to work with children
the facts will be reported to the police and/or the Disclosure and Barring Service.

10 Appointment and Promotion of Staff from within The Kite Academy Trust

The Kite Academy Trust values, and where possible seeks to retain, the skills and contributions of all employees within its academy communities. As such, the Trust will support as far as possible the continued professional development of all employees as they seek promotion to new opportunities within the Trust.

All employees are therefore encouraged to consider their suitability for any vacancy within The Kite Academy Trust. Where an employee applies for a vacant post they will be given equal consideration as external candidates, based on the essential criteria for the post.

11 Use of Supply Staff, Volunteers and Contractors

The needs of the Trust are such that the workforce is made up of a rich variety of professional and highly skilled and committed people, not all of whom are paid employees. The Trust values the diversity that this brings to its community as we strive to provide a safe environment and improve the standards of teaching and learning for all pupils. To ensure the continued high standards of contributions, we will:

- Use as our preferred sources of supply staff and agencies that operate to high quality standards, particularly in terms of recruitment checks and legislative compliance e.g. accredited through the Quality Mark Scheme for agencies and LAs;
- With reasonable adjustment, adopt the same recruitment measures for contractors as for employees, and for volunteers as for paid staff.

12 Employment of Migrant Workers

The Trust will comply fully with United Kingdom Visa & Immigration (UKVI) requirements for right-to-work checks and will therefore not employ any individual who cannot demonstrate that they have the right to work in the UK. Checks will be conducted fairly and consistently, without discrimination.

Where an employee has a time-limited right to work, they will be required to provide updated evidence of this at least every 12 months, or sooner as required by law.

The Trust does not currently hold a sponsorship licence and therefore, in accordance with UKVI rules, cannot employ individuals who require visa sponsorship to work in the UK.

13 Data Protection

Records relating to recruitment and selection activities will remain confidential and accessible only to those who require information either as part of the recruitment decision-making process or for the administration of the recruitment and selection process.

Recruitment records for unsuccessful candidates will be retained securely for 12 months in line with ICO recommendations, after which they will be destroyed using secure methods. Records for successful candidates will be placed in personnel files and handled in accordance with UK GDPR principles.

Document Management

Document ID:	P1168		
Last Review:	November 2025	Review Period:	2 years
Responsibility of:	Deputy CEO	Ratified by:	Trustees (18.12.25)

