



British Academy
School Marrakech
— Belong Achieve Become —

STAFF CODE OF CONDUCT

BASM 4

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1. INTRODUCTION

This Code of Conduct has been produced to help all staff establish the safest possible learning and working environments. The primary aims being to safeguard children and young adults and reduce the risk of staff being (falsely) accused of improper or unprofessional conduct.

The word 'staff' being a generic for governors, teachers support staff, volunteers, agency staff, students on placements. Everyone has an individual responsibility to maintain the safety of the children and the reputation of the school, whether inside or outside working hours. There are no exceptions.

Staff are responsible for their own actions and should work, and be seen to work in an open and transparent way and avoid any conduct which might lead a reasonable person to question their motivation and / or intent.

All staff are required to read and sign that they understand and agree to comply with the Code of Conduct. That understanding requires staff to have a confident understanding of the BASM Behaviour, Health & Safety, Safeguarding & Child Protection and Whistleblowing policies. Breach or failure to observe this policy may result in action under the school disciplinary procedures, including, but not limited to, dismissal.

The Code tries to clarify what is expected in terms of professional behaviour. As such it describes safe practice and is explicit in terms of behaviours that should be avoided. However, there may be times when professional judgements are made in situations not covered by the code, or which actually directly contravene the guidance given. It is expected in these circumstances that staff will advise the Head of their justification for any such action already taken or proposed.

2. DUTY OF CARE

There are legitimately high expectations about the nature of the professional involvement of staff in the lives of students. When individuals accept a role that involves working with children and young people, they need to understand and acknowledge the responsibilities and trust inherent in that role.

Staff, have a duty to not only to keep children safe and to protect them from sexual abuse, from neglect, physical and emotional harm, **but to actively promote their wellbeing.** This duty is in part exercised through the development of respectful, professional relationships between staff and students and behaviour by staff that demonstrates integrity, maturity and good judgement.

Staff are accountable for the way in which they exercise authority; manage risk; use resources; and protect students from discrimination and avoidable harm.

Governors and the executive have a duty of care to ensure that effective systems are in place for safeguarding and enabling concerns to be raised, in order to ensure that students are safe and adults are not placed in situations which render them vulnerable.

3. PROFESSIONAL JUDGEMENT

This code cannot provide a complete checklist of what is, or is not, appropriate behaviour for staff. It tries to highlight behaviour that is illegal, inappropriate or inadvisable. There will be occasions and circumstances in which staff have to make decisions or take action in the best interests of the students which could contravene this guidance or where no guidance exists. Individuals are expected to make judgements about their behaviour in order to secure the best interests and welfare of the children in their charge and in so doing, will be seen to be acting reasonably.

4. POWER AND POSITIONS OF TRUST

All adults working with students in educational settings are in positions of trust in relation to the young people in their care. **A relationship between a member of staff and a pupil cannot be a relationship between equals.** There is potential for exploitation and harm of vulnerable children. As a consequence of which staff have a responsibility to ensure that an unequal balance of power is not used for personal advantage or gratification.

Staff should show fairness in their treatment of children and avoid behaviours such as embarrassing or humiliating students, making jokes at the expense of students, discriminating against or favouring students and sarcasm.

The Head is responsible for ensuring the Behaviour Policy is consistently and fairly implemented throughout the school and reports to Governors on the effectiveness of the policy. Only the Head has the authority to exclude or expel a child. No other member of staff has the right to do so or even to threaten to do so.

It goes without saying that any sexual activity with or in the presence of a child or attempt to cause or incite a child to engage in or watch sexual activity is a serious breach of professional trust, would be subject to disciplinary proceedings and may be illegal.

Where a person aged 18+ was previously in a position of trust with a former BASM pupil who is still under 18, any attempt to engage in sexual activity with that person established in that prior relationship, will be treated as a disciplinary matter, and relevant agencies will be contacted by the school.

Staff should show fairness in their treatment of children and avoid behaviours such as embarrassing or humiliating students, making jokes, using sarcasm at the expense of students, discriminating against or favouring specific students.

Staff should always remember that their relationship with a child is always a professional one and wherever possible, they should avoid behaviour which might be misinterpreted by others, and self-report to the Head and record any incident with this potential.

Staff must be alert to any other colleague who they believe is using their power to intimidate, threaten, coerce or undermine students.

5. CONFIDENTIALITY

Staff may have access to confidential information about students in order to undertake their everyday responsibilities. In some circumstances staff may be given additional highly sensitive or private information. They should never use confidential or personal information about a pupil or his family for their own, or others' advantage (including that of partners, friends, relatives or other organisations). Information must never be used to intimidate, humiliate or embarrass the pupil.

Confidential information about students should never be used casually in conversation or shared with any person, even a colleague, other than on a need to know basis. In circumstances where the pupil's identity does not need to be disclosed the information should be used anonymously.

Staff are likely to sometimes witness events and actions which need to remain confidential. These must not be discussed outside the school, with friends or other students' parents, and only with colleagues on a need to know basis.

Staff have an obligation to share with BASM's Designated Safeguarding Lead or DDSL any information which gives rise to concern about the welfare or safety of a pupil or that might suggest a pupil is in need or at risk of significant harm. Staff should pass on information without delay in accordance with BASM's safeguarding policy and procedures and this should be recorded.

Staff need to be aware that although it is important to listen to and support students, they must not promise confidentiality or request students to do the same under any circumstances.

Concerns and allegations about adults should be treated as confidential and passed to the Headmaster. If you are in any doubt about whether to share you should seek guidance from the Head or the Safeguarding Governor.

6. PROPERTY AND BEHAVIOUR

Staff have a responsibility to maintain public confidence in their ability to safeguard the welfare and best interests of students. They should adopt high standards of personal conduct in order to maintain the confidence and respect of their peers, students and the public in general.

A member of staff's behaviour, in or outside of the school workplace, should not compromise or conflict with her/his position within the work setting or the school's reputation and so it is important to exercise care when outside of school.

The behaviour of staff in their personal lives will inevitably impact upon their relationships with students, work colleagues and the reputation of the school. For example when drinking alcohol in public, private or communal settings, on casual or formal occasions.

When accommodation is provided by the school, staff must be aware that the way they conduct themselves, the care they take of the property will impact on the reputation of their colleagues and the BASM more generally. The school reserves the right to take disciplinary action if staff fail to fulfil their professional responsibilities.

Staff should consider very carefully whether it is appropriate or not to join current families, students, in a restaurant or social setting, taking into account the age of the students concerned. It is difficult to give exact guidance in this area, given the fact that friendships with the parents of students can develop over time, but staff should keep at the forefront of their mind that fact that they are professionals interacting with fee paying parents and their children who are students.

Staff should not make (or encourage others to make) unprofessional personal comments in any form of communication (e-mail, conversations, or social networking comments), or make inappropriate remarks to a pupil, former students (including email, text messages, phone, or letter etc.). They should not discuss their own sexual relationships with or in the presence of students. Or discuss a pupil or former students' sexual relationships in inappropriate settings or contexts.

Staff must show tolerance of and respect the rights of others and should uphold the fundamental British values including democracy in its varying forms, the rule of law, individual liberty, mutual respect and tolerance of those with different faiths and beliefs. Overseas staff in particular must be sensitive to and respectful of cultural or social norms with which they might not be immediately familiar, but within which they now work and socialise.

Membership of organisations whose goals are in conflict with the values outlined above are not acceptable.

Staff must not smoke or use e-cigarettes on school premises or outside school gates. Any member of staff wishing to smoke or use an e-cigarette must leave the school grounds. Staff must not smoke or use an e-cigarette whilst working with or supervising students offsite.

Staff must not engage in or carry onto the school premises illegal drugs. Any items found on the premises relating to illegal drugs should be reported to the Bursar or Head as soon as you become aware.

7. DRESS AND APPEARANCE

Staff must ensure the manner of dress and appearance is appropriate to their professional role. Smart and professional appearance is expected at all times. Staff should ensure they are dressed decently, safely and appropriately for the tasks they undertake.

Under normal circumstances pre-covid the school would make a judgement on applicants' dress and general appearance at interview. It is reasonable for the school to expect a member of staff once appointed to be consistent with the standards they would normally have set during a face to face interview.

Staff should dress conservatively, neatly, practically, in keeping with the nature of the job. Men are required to wear a suit or jacket & trousers, shirt and tie. Women too should dress conservatively and practically for the task at hand. Some relaxation may be given by the Head dependent upon the weather and circumstance.

The wearing of items such as sports clothing, football team clothing or other items that carry political or contentious slogans, or could reasonably be deemed by others as too revealing such as short skirts, low cut tops, shorts must not be worn.

Those whose dress or appearance would be considered as inappropriate might include ostentatiously visible / offensive tattoos or piercings, sexually provocative clothing which could render themselves vulnerable to criticism or allegation. Jewellery must not be ostentatious.

8. GIFTS

Staff need to take care that they do not accept any gift that might be construed as a bribe by others, or lead the giver to expect preferential treatment. It is against the law to accept a bribe.

There are occasions when students or parents wish to pass small tokens of appreciation to staff, for example at an important religious festival or as a thank-you at the end of an academic year, or when a child leaves the school, and this is acceptable. However, it is unacceptable to receive gifts on a regular basis or of any significant value.

Any member of staff receiving gifts, entertainment, service (or similar such as the offer of the private use of a holiday home, boat, car, etc) with a market value at more than 500 Dirham must disclose this to the Bursar.

Any member of staff concerned about whether they or their colleagues may be at risk of receiving a bribe (financial or otherwise) must contact the Head.

Members of staff may not give personal gifts to students. It is acceptable for staff to offer prizes of very small value in certain tasks or competitions in accordance with BASM's behaviour policy, recorded and not based on favouritism.

9. INFATUATIONS

It is possible that a pupil or parent may become strongly attracted to a member of staff and/or develop an infatuation. Staff should be aware that such circumstances carry a high risk of words or actions being misinterpreted and for allegations to be made against staff. All such situations must be responded to sensitively to maintain the dignity of those concerned.

Staff who becomes aware that a parent / pupil may be infatuated with themselves or a colleague should discuss this at the earliest opportunity with the Head so that appropriate action can be taken. In this way, steps can be taken to avoid hurt and distress for all concerned.

No pupil should be in or invited into, the home of an adult who works with them, unless the reason for this has been firmly established and agreed with parents and Head. Staff should be mindful if they are alone in a room with a pupil or parent. Leave the door open or try to be visible to others. Above all be mindful of the need to maintain professional boundaries.

10. SOCIAL CONTACTS

Staff should not establish or seek to establish social contact with students, or their families, for the purpose of securing a friendship or to pursue or strengthen a relationship. Even if a young person seeks to establish social contact, or if this occurs coincidentally, the member of staff should exercise professional judgement in making a response but should discuss this with a colleague or Head. Social contact, in certain situations, could be misconstrued as grooming.

Staff should not give their personal details such as their home or e-mail address; social network sites, gamer tags or web pages to students unless the need to do so is agreed with Head. If student do become aware of your gamer tag you must change it.

Under no circumstances should staff have any secret social contact with students. Always approve any planned social contact with their line manager or Head, for example when it is part of a reward scheme or pastoral matter.

Advise the Head of any regular social contact they have with a (former) pupil or parent which may give rise to concern. Report and record to the Head any situation, which they feel, might compromise the school or their own professional standing.

11. RELATIONSHIPS WITH OTHER MEMBERS OF STAFF, CLIENTS AND THE BASM COMMUNITY

BASM does not seek to dictate how staff conduct themselves in their personal life outside work, and does not concern itself with the private lives of staff unless such behaviour impacts negatively on other colleagues and / or the effective operation and / or reputation of the school.

It is not the responsibility of the school to resolve what would be the personal problems of staff if they were in the UK e.g. matters of personal finance etc.

When working in Morocco it is the personal responsibility of the individual member of staff to make themselves aware of their legal obligations and acceptable cultural norms; what is and what is not unlawful and / or culturally acceptable. To avoid any antisocial or other conduct which may jeopardise the school's reputation.

Members of staff who are relatives or who have a close personal relationship should not normally have a supervisory, assessing or authorising relationship with each other.

In order to avoid any allegations of unfair practice, any judgement concerning a relative or person in a close relationship should not be made by the other. If a number of people are making a judgement, the partner or person in a close relationship should withdraw before the decision making process begins. Where it is known in advance that judgements will need to be made, permanent arrangements should be made so that the member of staff who normally makes the judgement will not do so

A relative is defined as- spouse, child, sibling, guardian, parent, grand., uncle, aunt, niece or nephew. Half and step relations are included. A close relationship constitutes a cohabitee, business partner, intimate friendship and any other association whereby an impartial observer might reasonably conclude that the individual's judgement would not be wholly impartial in making a judgement.

12. SOCIAL MEDIA – ON LINE PRESENCE

Only Governors and the school executive should communicate to the media about the school.

Staff should follow all relevant school policies at all times.

Staff must not engage in inappropriate use of social network sites which may bring themselves, the school or the school community into disrepute. Staff should adopt the most secure privacy settings on any personal profiles they have.

Accessing child pornography or indecent images of children, making, storing or disseminating such material is illegal and, if proven, will invariably lead to the individual being barred from working with children and young adults. Using any school equipment to

access inappropriate or indecent material including pornography, will lead to disciplinary action on the basis of gross misconduct.

Staff should remain mindful of their digital footprint and exercise caution in all their use of social media or any other web based presence they have which is not private. They are advised to review their social media footprint before beginning employment at BASM, in order to ensure that there is no written content, or views expressed either directly or by 'liking' certain pages or posts or following certain individuals or groups, or videos or photographs, which due to the content might reasonably undermined their professional standing, or which run in opposition to the promotion of British Values as outlined above or which could be damaging to the reputation of BASM.

Staff should exercise care when using dating websites where staff could encounter (former) student and should be mindful of leaving themselves open to a charge of professional misconduct if images of a member of staff in a compromising situation are made available on a public profile by anyone.

Staff must not make contact with student, must not accept or initiate friend requests nor follow student/students accounts on any social media platform. Staff must not communicate with students/students via social media, websites, instant messenger accounts or text message. The only acceptable method of contact is via the use of school email, teams etc or telephone equipment which allows for transparency.

Staff should not make contact with students' family members, accept or initiate friend requests or follow students' family member's account on any social media platform.

If a pupil does gain access to the profile of a member of staff by fraudulent means (impersonation or hacking) it is essential that the Head is informed immediately.

However, where relationships between staff and those who are also parents at the school, or personal friends who are parents at the school, staff must exercise caution and professional judgement in these circumstances and should not have any contact with students' family members via social media if that contact is likely to constitute a conflict of interest or call into question their objectivity. Professional standards must be maintained to ensure that staff do not compromise themselves or the school.

Mobile devices and cameras are not permitted to be used in the changing rooms, toilets, and EYFS department. The camera and filming functions of personal mobile devices must not be used in school, on school trips or on official school business – school tablets must be used for such purposes.

Personally owned mobile phones and devices such as tablets may not be used during lessons. They should be switched off (or silent) at all times. Under no circumstances should photographs of children be taken using personal equipment.

Mobile phones and personally-owned mobile devices brought in to school are the responsibility of the device owner. BASM accepts no responsibility for the loss, theft or damage of personally-owned mobile phones or mobile devices.

13. PHOTOGRAPHY, VIDEO AND IMAGES OF CHILDREN

Many school activities involve recording images. These may be undertaken as part of the curriculum, out of school activities, for publicity or to celebrate achievement, but only by using school devices.

The image of a student/students is personal data. Therefore, it is a requirement for consent to be obtained from the parent/guardian of a pupil/student for any images made (via the Home-School Agreement). It is also important to take into account the wishes of the student/students, remembering that some students will not wish to have their photograph taken or be filmed.

Using images for publicity purposes will require the age-appropriate consent of the individual concerned and their parent/guardian. Images must not be displayed on websites, in publications or in a public place without additional parental consent.

Staff should remain aware of the potential for images of students/students to be misused to create indecent images of children and/or for grooming purposes. Therefore, careful consideration should be given to how activities which are being filmed or photographed are organised and undertaken.

Particular care should be given when filming or photographing young or vulnerable students who may be unable to question how or why such activities are taking place. Staff should also be mindful that students who have been abused through the use of video or photography may feel threatened by its use in a teaching environment.

Photographs/stills or video footage of student/students must only be taken using school equipment for purposes authorised by the school and should be stored securely and only on school equipment. Images of students must not be stored on personal cameras, devices or home computers.

Staff should then be clear about the purpose of the activity and what will happen to the photographs/images/video footage when the lesson or activity is concluded. Ensure that the appropriate school leader is aware that the photographic/image equipment is being used and for what purpose and that it is recorded in lesson plans. Ensure all images are made available for scrutiny and staff in order to screen for acceptability and should be able to justify all images/video footage made.

14. PHYSICAL CONTACT

There are occasions when it is entirely appropriate and proper for staff to have physical contact with students, but it is crucial that they only do so in ways appropriate to their professional role.

A 'no touch' approach is impractical, undesirable and may in some circumstances be inappropriate. When physical contact is made with students this should be in response to their needs at the time, of limited duration and appropriate to their age, stage of development, gender, ethnicity and background.

Staff should use their professional judgement at all times about the appropriateness of any physical contact.

A distressed pupil may need comfort and reassurance. This may include age - appropriate physical contact. Staff should remain self-aware at all times in order that their contact is not threatening, intrusive or subject to misinterpretation. Where a member of staff has a concern about the need to provide this type of care and reassurance seek further advice from the Head.

Extra caution should be exercised where a child is known to have suffered previous abuse or neglect. Such experiences may sometimes make a child exceptionally needy and demanding of physical contact and staff should respond sensitively by deterring the child through helping them to understand the importance of personal boundaries.

Physical contact should never be secretive, or for the gratification of the adult, or represent a misuse of authority. If a member of staff believes that an action could be misinterpreted, the incident and circumstances should be made clear to Head, recorded and, if appropriate, a copy placed on the child's file.

Physical contact, which occurs regularly with an individual pupil, is likely to raise questions unless the justification for this is part of a formally agreed plan (for example in relation to students with SEN or physical disabilities). Any such contact should be the subject of an agreed and open school policy and subject to review.

Staff should be aware that even well-intentioned physical contact may be misconstrued by the pupil, an observer or by anyone to whom this action is described. It also provides cover for individuals who are intent on grooming children, by testing the boundaries of what is and what is not acceptable at BASM.

Never engage in rough play, tickling or fun fights with students, or touch a pupil in a way which may be considered indecent and always be able and prepared to explain actions and accept that all physical contact be open to scrutiny.

15. PHYSICAL EDUCATION AND OTHER ACTIVITIES WHICH REQUIRE PHYSICAL CONTACT

Staff working one to one with students are more vulnerable to allegations than those who do not. Teachers and others should recognise this possibility and plan and conduct such meetings accordingly. Every attempt should be made to ensure the safety and security needs of both staff and students are met.

Music and PE staff will on occasions have to initiate physical contact with students in order to support a pupil so they can perform a task safely, to demonstrate the use of a particular piece of equipment/instrument or assist them with an exercise. This should be done with the pupil's agreement.

Contact under these circumstances should be for the minimum time necessary to complete the activity and take place in an open environment. Staff should remain sensitive to any discomfort expressed verbally or non-verbally by the pupil, and where this happens consider alternatives.

Where it is anticipated that a pupil might misinterpret any such contact, perhaps involving another member of staff, or a less vulnerable pupil in the demonstration. Always explain to a pupil the reason why contact is necessary and what form that contact will take unless their safety is at immediate risk.

16. SHOWERS AND CHANGING

Young people are entitled to respect and privacy when changing clothes or taking a shower. However, there needs to be an appropriate level of supervision in order to safeguard students, satisfy health and safety considerations and ensure that bullying or teasing does not occur. This supervision should be appropriate to the needs and age of the students concerned and sensitive to the potential for embarrassment. Staff therefore need to be vigilant about their own behaviour, ensure they follow agreed guidelines and be mindful of the needs of the students.

Never shower or change in the same place as students, observe from a distance when groups are changing, use a louder voice to demonstrate that there is supervision, but avoid any visually intrusive behaviour and ensure sensitive students are offered the opportunity to change privately. Avoid any physical contact when students are in a state of undress.

17. CARE, CONTROL AND PHYSICAL INTERVENTION

Staff may legitimately intervene to prevent a pupil from committing a criminal offence, injuring themselves or others, causing damage to property, engaging in behaviour prejudicial to good order and to maintain good order and discipline. Staff should have regard to the health and safety of themselves and others. In all cases where physical

intervention is deemed necessary, the incident and subsequent actions should be documented and reported to the Head.

Under no circumstances should physical force be used as a form of punishment. The use of unwarranted physical force is likely to constitute a criminal offence.

18. TRANSPORTING CHILDREN

In certain situations, for example out of school activities, staff or volunteers may agree to transport children. A designated member of staff should be appointed to plan and provide oversight of all transporting arrangements and respond to any difficulties that may arise.

Wherever possible and practicable it is advisable that transport is undertaken other than in private vehicles, with at least one adult additional to the driver acting as an escort.

Staff should ensure that the transport arrangements and the vehicle meet all legal requirements. Staff should ensure that the driver has the appropriate license for the vehicle, that the vehicle is roadworthy, has a valid certification and is appropriately insured and that the maximum capacity is not exceeded.

Staff should ensure that the driver is not distracted while the vehicle is in motion for any reason other than an emergency and should also ensure all passengers are wearing correctly fastened seatbelts. Staff should never transport students while under the influence of alcohol or drugs.

19. EXTRA-CURRICULAR ACTIVITIES

During school activities that take place off the school site or out of school hours, a more relaxed discipline or informal dress and language code may be acceptable. However, staff remain in a position of trust and need to ensure that their behaviour cannot be interpreted as seeking to establish an inappropriate relationship or friendship.

Staff should take particular care when supervising students in the less formal atmosphere of a residential setting or extra-curricular activity. When out of school activities include overnight stays, careful consideration needs to be given to sleeping arrangements. Students, staff and parents should be informed of these prior to the start of the trip.

Health and Safety arrangements require members of staff to keep colleagues / employers aware of their whereabouts, especially when involved in an out of school activity.

20. FIRST AID AND ADMINISTRATION OF MEDICATION

The school has an Administration of Medication Policy which must be adhered to at all times.

21. INTIMATE CARE

The school has an Intimate Care Policy. All children have a right to safety, privacy and dignity when contact of an intimate nature is required (for example assisting with toileting or removing wet/soiled clothing). A care plan should be drawn up and agreed with parents for all children who require intimate care on a regular basis.

Children should be encouraged to act as independently as possible and to undertake as much of their own personal care as is practicable. When assistance is required, staff should ensure that another appropriate adult is in the vicinity and is aware of the task to be undertaken.

Additional vulnerabilities that may arise from a physical disability should be considered with regard to individual teaching and care plans for each child. As with all arrangements for intimate care needs, agreements between the child, their parents and the organisation must be negotiated, agreed and recorded.

22. CURRICULUM

Many areas of the curriculum can include or raise subject matter which is sexually explicit, or of an otherwise sensitive nature. Care should be taken to ensure that resource materials cannot be misinterpreted and clearly relate to the learning outcomes identified by the lesson plan. This plan should highlight particular areas of risk and sensitivity.

The curriculum can sometimes include or lead to unplanned discussion about subject matter of a sexually explicit, or political, or otherwise sensitive nature. Responding to students' questions can require careful judgement and staff may wish to take guidance in these circumstances from an appropriate senior member of staff.

Care should also be taken to abide by the governing body's required policy on sex and relationships education and the wishes of parents.

23. WHISTLEBLOWING

Whistleblowing is the mechanism by which staff can voice their concerns, made in good faith, without fear of repercussion. Please refer to the school Staff Disciplinary, Grievance & Whistleblowing Policy.

All school staff have a duty to report any behaviour by a colleague which raises concern. Staff should refer to BASM's whistleblowing policy for further guidance. This is particularly important where the welfare of students may be at risk.

24. SHARING CONCERNS AND RECORDING INCIDENTS

All staff should be aware of the school's safeguarding and child protection procedures, including procedures for dealing with allegations against staff. Staff who are the subject of allegations are advised to contact their professional association.

In the event of an incident occurring, which may result in an action being misinterpreted and/or an allegation being made against a member of staff, the relevant information should be clearly and promptly recorded and reported to the Head. Early discussion with a parent could avoid any misunderstanding.

Members of staff should feel able to discuss with their line manager any difficulties or problems that may affect their relationship with students so that appropriate support can be provided, or action can be taken. This may be via email or face to face.

There is a 'safeguarding' email address that should be used for recording any incidences or reporting issues. Senior Leaders should also ensure they use this appropriately.

25. COMPLIANCE

All staff must complete the form in Appendix 1 to confirm they have read, understood and agree to comply with this policy. This form should be signed and dated and a copy retained on the member of staff's file.

SIGNED BY: HEAD

Head's Signature 

RATIFIED BY: ADVISORY BOARD OF GOVERNORS

Board Member's Signature 

REVIEWED: SEPTEMBER 2021. REVIEWED: SEPTEMBER 2022 NEXT REVIEW DATE:
NOVEMBER 2023