

# Putting pupils first

Essential guide to safeguarding and good recruitment practice



# FOUR THINGS EVERY SCHOOL NEEDS TO KNOW

The [Recruitment and Employment Confederation \(REC\)](#) has published this guide to ensure that education providers are well informed when using a recruitment agency to hire staff. The guide covers four key areas: **safeguarding**; other **key regulations** covering recruitment; how to **select and work with specialist supply agencies**; and a **look ahead** at emerging recruitment challenges.

## 1 Safeguarding guidance has changed: How can supply agencies help you to meet your compliance responsibilities?

- New Department for Education (DfE) guidance *Keeping Children Safe in Education* (2014) no longer contains guidance on using agencies. The REC, which previously operated the Quality Mark on behalf of the DfE is therefore seeking to provide guidance on using agencies.
- When providing temporary staff, supply agencies must verify a candidate's identity, qualifications and eligibility to work in the UK, as well as undertake safeguarding (enhanced DBS certificate, barred list, prohibited list, overseas checks) where relevant. Proof that these checks have been undertaken should be provided prior to the start of a candidate's assignment in your school.
- The REC requires that its members undertake robust safeguarding checks on all candidates placed in schools.

Read more about this on pages 4-8

### WHO ARE WE?

The Recruitment & Employment Confederation (REC) is the professional body for the recruitment industry in the UK. Membership of the REC requires compliance with our Code of Professional Practice. [www.rec.uk.com](http://www.rec.uk.com)

## 2 There are a number of other regulations covering the recruitment industry you need to be aware of

- Recruitment agencies are governed by the Conduct Regulations, which are enforced by the Department for Business, Innovation and Skills (BIS). These regulations cover the contractual terms an agency must meet when working with schools, restrictions on the manner in which fees can be charged and the information that schools must make available to agencies to ensure that they meet their responsibilities.
- The Agency Worker Regulations require that a temporary worker be provided with equal treatment, in terms of pay and conditions, compared to the school's staff once their assignment extends beyond 12 weeks.
- The abolition of statutory pay scales may make it difficult for schools to identify 'equal treatment' measures but specialist agencies and professional associations such as the REC are committed to helping schools meet their requirement.

Read more about this on pages 9-11

### REC EDUCATION

A sector group within the REC for agencies working in this sector. Led by an executive committee, the group frequently meet to discuss best practice in the industry.

# WHEN WORKING WITH A SUPPLY AGENCY



## 3 Benchmarks to help you choose your supply agency

- By gaining awareness of the regulatory regime covering recruitment and of the latest safeguarding measures, schools and other education providers can ask the right questions of their suppliers and ensure that the supply agencies they work with are fully up to speed.
- As well as meeting their legal obligations under these and other regulations, members of the REC must comply with the REC's Code of Professional Practice and must pass a compliance test to enter and remain in membership. Asking suppliers if they are members of the REC and bound by the Code can provide an important filter.
- In addition, a number of supply agencies have gone further to demonstrate compliance by undertaking the REC Audited Education accreditation. This initiative builds on the previous Quality Mark scheme that the REC managed on behalf of the Department for Education for more than ten years and provides schools with a recognised kite mark when selecting an agency to work with.

Read more about this on pages 12-14

### GOOD RECRUITMENT CAMPAIGN

A flagship new campaign driven by employers for employers, this new campaign seeks to ensure the highest standards in the recruitment supply chain. Read more about this on page 13.

## 4 How can we help you to respond to emerging challenges

- The shortage of teachers in specific disciplines such as maths is likely to become more widespread. Schools will need to plan for this challenge and look outside of the normal recruitment channels.
- The use of flexible resourcing models such as supply teachers will become increasingly important as schools seek temporary staff to shore up their ongoing short-term absences.
- The regulatory landscape covering recruitment will continue to evolve. Professional bodies such as the REC and specialist recruitment agencies are committed to working with schools to implement any changes effectively.
- Good practice in recruitment procedures will also continue to evolve. The REC is keen to actively involve schools and education providers in its wide-ranging Good Recruitment Campaign.

Read more about this on page 15

### REC AUDITED EDUCATION

The successor to the government's quality mark (QM) which was run by the REC for a decade. Read more about this on page 14.

## 1

# SAFEGUARDING

## Safeguarding: Legal obligations for schools and agencies

This section sets out what schools and agencies need to do to meet their legal obligations.

Schools have a duty to ensure that the supply agencies that they use carry out the same safeguarding checks on supply staff as the school is required to carry out on its own staff.

[Keeping Children Safe in Education \(2014\)](#) is statutory guidance issued by the Department for Education. The guidance states that schools and colleges must ensure that they obtain written confirmation from supply agencies and third parties that the same checks have been carried out for staff that they supply to schools as the school would carry out on its own staff.

### CHECKS THAT AGENCIES AND SCHOOLS MUST CARRY OUT

- ✓ Verify a candidate's identity, preferably from current photographic ID and proof of address except where, for exceptional reasons, none is available;
- ✓ Obtain a certificate for an enhanced DBS check with a barred list check where the person will be engaging in regulated activity;
- ✓ Obtain a separate barred list check if an individual will start work in regulated activity before the DBS certificate is available;
- ✓ Ensure that a potential candidate is not on a prohibited list. Such checks are undertaken via a system called the *Employer Access Online Service*;
- ✓ Verify the person's right to work in the UK. If there is uncertainty about whether an individual needs permission to work in the UK, then prospective employers, or volunteer managers, should follow advice on the GOV.UK website;
- ✓ If the person has lived or worked outside the UK, make any further checks the school or college consider appropriate (see relevant sections to follow); and
- ✓ Verify professional qualifications, as appropriate.<sup>1</sup>



1 Para 57, *Keeping Children Safe in Education (2014)*



## Obtaining a certificate for an enhanced DBS check which includes a barred list information: DBS certificates and the DBS update service

The Disclosure and Barring Service (DBS) is now responsible for issuing DBS certificates, having taken over the task from the former Criminal Records Bureau. DBS checks (previously referred to as CRB checks) form part of the process of checking that individuals are suitable to work in schools.

In a recent development, the DBS launched the Update Service in June 2013, which provides a new and more robust process for checking individuals' criminal records.

### Why is the Update Service important?

The Update Service allows for routine safeguarding checks to be undertaken via an online portal. The check is a seamless method for ensuring that no new information has come to light in respect of a candidate working within a school since the DBS check was first taken.

#### DID YOU KNOW?

The REC requires its members to undertake a status update check annually on all candidates working within schools. This provides an additional layer of protection to schools, and is more frequent than the base limits established by DfE guidance.

The facility benefits candidates who are regularly required to produce a criminal record check. The Update Service potentially means that a person will only ever need to apply for one DBS certificate. New employers can ask to see the original certificate and then use the online facility operated by the DBS to carry out a Status check, which will confirm whether the certificate is still correct or if any new information has been added to the candidate's file. In the latter case, the employer will be directed to ask the candidate to apply for a new certificate that will then show the updated information.

The guidance for schools makes the following reference to DBS checks:

“A DBS certificate must be obtained from the candidate before or as soon as practicable after appointment. Alternatively, if the applicant has subscribed to it and gives permission, the school or college may undertake an online update check through the DBS Update Service. Individuals can join the DBS Update Service when applying for a new DBS check; this will allow them to re-use this check when applying for similar jobs. With the individual's consent, their employer can go online and carry out a free, instant check to see if a new certificate is required: [www.gov.uk/dbs-update-service](http://www.gov.uk/dbs-update-service)<sup>2</sup>”

2 Para 58, *Keeping Children Safe in Education* (2014)



Supply agencies can also use the Update Service when carrying out DBS checks as an alternative to asking candidates to apply for a new certificate. This is an ideal system for supply staff who work in different schools and with different supply agencies. If the online check shows that there is new information on the candidate's certificate it will state that the candidate needs to apply for a new certificate.

This process can only be used if the candidate has subscribed to the Update Service. If the candidate has not subscribed then the supply agency should ask the candidate to apply for a new DBS check certificate.

#### DID YOU KNOW?

Subscribing to the Update Service is a cost-effective way for supply staff to ensure that they are available for assignments via multiple agencies at one fixed cost of £13 per year (subject to change).

The [DBS June 2014 Disclosure News publication](#) includes a great case study from an REC agency and a school that demonstrates how both parties have benefited from the Update Service.

Under previous DfE statutory guidance for schools<sup>3</sup> CRB checks were described as having a three-year shelf life. **This guidance has been repealed.** The DBS states that DBS certificates have no end-date. This means that consideration now needs to be given to how long individuals should be able to rely on an existing DBS certificate before a fresh Status check is carried out or a new certificate is obtained. Supply agencies should have in place a policy that addresses this and is consistent with the policy of the school they are supplying.

#### THE REC REQUIRES MEMBERS TO:

- Carry out a Status check for new candidates that they register or, if they are not subscribed to the Update Service, ask the candidate to apply for a new DBS certificate; and
- Use the Update Service to carry out a status check at least every 12 months (or ask candidates to apply for a new certificate if they are not subscribed to the Update Service).

In any case the supply agency must adopt a policy that is consistent with the school's own policy for obtaining DBS checks.

## Candidates/staff who have worked or lived overseas

The guidance provides the following information for schools:

### Individuals who have lived or worked outside the UK

“Individuals who have lived or worked outside the UK must undergo the same checks as all other staff in schools or colleges. In addition, schools and colleges must make any further checks they think appropriate so that any relevant events that occurred outside the UK can be considered.”<sup>4</sup>

Supply agencies should follow similar steps to check staff before they are supplied to schools. The further checks that are appropriate are not specified by the DfE and it is left to schools and supply agencies to determine what checks will be carried out. The checks may vary depending on the country that the individual has lived and/or worked in previously, as different countries have different processes in place for checking criminal records and other suitability checks.

The Home Office has provided advice on the criminal record information that is available in different countries and the DfE has provided guidance on the employment of overseas-trained teachers (from the European Economic Area and some other countries). These can be used by schools and supply agencies. The REC recommends that supply agencies ensure they are aware of the school's own policy for carrying out these checks.

## Single central record

The single central record that schools are required to maintain must also include information about supply staff. The record should include details of the checks that have been carried out in respect of such staff along with the relevant dates. Supply agencies should assist schools in complying with this requirement by providing detailed written confirmation on the checks undertaken.

Supply agencies should therefore confirm in writing that they have carried out the following checks:

- ✓ Identity check
- ✓ Children's barred list check
- ✓ Enhanced DBS check
- ✓ Prohibition from teaching check
- ✓ Further checks as required (for individuals who have lived/worked outside the UK)
- ✓ Professional qualifications
- ✓ Right to work in the UK

<sup>4</sup> Paragraph 68, *Keeping Children Safe in Education* (2014)



### Identity checks

Although the supply agency is required to check the identity of the individual who will be supplied, schools must also check that the person who presents themselves is, in fact, the person who has been checked by the supply agency.

### Schools and supply agencies' legal duty to provide safeguarding information to the Disclosure and Barring Service

Providers of regulated activity, such as schools and colleges, have a duty to refer information to the DBS in the event that they remove anyone from carrying out regulated activity (or would have done so had the person not otherwise left) because:

- The 'harm test' is satisfied.
- They have engaged in 'relevant conduct'.
- They have been convicted of, or cautioned for, an automatic barring offence.

Teaching is an example of regulated activity. For further information about the 'harm test', relevant conduct and automatic barring offences, see the [DBS Referral Guidance: Frequently Asked Questions](#).

Supply agencies have a similar duty to refer information to the DBS about candidates they have provided to clients who are removed from carrying out regulated activity for the reasons above.

### What is the position for supply staff and supply agencies?

The duty to refer information to the DBS applies to schools in relation to staff supplied by a supply agency, as well as their own internal staff. The duty to refer information to the DBS may apply if a school or college asks the supply agency to stop supplying a person, or stops them from carrying out regulated activity because of any of the reasons mentioned in the left hand column.

Similarly, if the supply agency is asked by the school to stop supplying someone because of any of these reasons, the supply agency, in addition to the school or college, must refer information to the DBS.

**Importantly, schools/colleges and supply agencies have a joint responsibility to refer information to the DBS. Because one party has made the referral does not mean that the other party is not also required to do so.**

As the decision to end the supply of the person is typically made by the school/college, it is helpful if they can clarify the reason that the particular assignment was ended (where possible) to help the agency determine whether it is required to make a referral to the DBS.

This ensures that all parties are able to meet their legal obligations.



# 2

## AGENCY REGULATIONS



### How are recruitment agencies regulated?

The Employment Agencies Act 1973 and the Conduct of Employment Agencies and Employment Businesses Regulations 2003 (the Conduct Regulations) are the key industry legislation for recruitment agencies. The Employment Agency Standards Inspectorate (EASI), which is part of BIS, is responsible for enforcing the legislation.

The Conduct Regulations are quite prescriptive in that they outline the requirements for a recruitment agency's relationship with its schools and candidates. In particular, the Conduct Regulations:

- Require recruitment agencies to agree clear terms with schools and candidates before any services are provided. The terms must be clear about how charges will be made to a school and schools should always be fully aware of this from the outset.
- Impose restrictions on the way that fees are charged if, for example, a school takes on a member of staff who was supplied to them by an supply agency.
- Require recruitment agencies to carry out suitability checks where candidates will be working with children.
- Require recruitment agencies to obtain information from a school to help them select a suitable candidate for the role and then pass this information to the candidate so that the candidate is clear about the nature of the role. If schools can provide this information to agencies when requested this will help agencies to meet their obligations.

The government is proposing to reform the current legislation governing recruitment agencies, by removing the provisions that require agencies to implement extra checks and safeguards when supplying staff to work with children. However, the REC would seek to ensure that the high standards would remain enforceable under the REC Code.



## The Agency Workers Regulations 2010

### What are the Agency Worker Regulations 2010?

The Agency Workers Regulations 2010 (AWR) came into force in October 2011 and provide agency workers with the right to equal treatment once an assignment at the same school extends beyond 12 weeks.

In the context of this guide, the temporary work agency is the supply agency. The hirer could be the local authority or board of governors/proprietor of free schools/academy trusts (depending on the type of school), but will generally be the party that employs the staff in the school. The agency workers are the supply staff.

#### WHAT IS EQUAL TREATMENT?

Equal treatment is limited to certain employment terms and conditions that relate to:

- Pay
- Annual leave
- Duration of working time
- Rest breaks
- Rest periods

For example, if a teacher is supplied by a supply agency to a school, once their assignment extends beyond 12 weeks they will be entitled to be engaged on the same terms and conditions as the hirer would have engaged the teacher if it had taken him or her on directly to do the same job. See the AWR guidance for schools for further information on '[the hirer](#)'.

### What information should the school provide to a supply agency?

The responsibility for providing equal treatment falls to both the supply agency and the hirer. In order to ensure equal treatment is provided, the supply agency will need to have information about the terms and conditions that the hirer would apply if it were engaging the supply staff directly.

The supply agency will need to know whether the supply staff have been supplied to the school previously, even if this was by another agency. This is because all of the time that has been worked at the school in the same role is taken into account when working out when the 12-week qualifying period has been reached.

#### WHY DOES A SUPPLY AGENCY NEED TO KNOW IF A SUPPLY TEACHER HAS WORKED IN MY SCHOOL BEFORE?

A supply teacher is entitled to equal treatment rights after working for 12 weeks within the same role and with the same client.



The supply agency will also need to obtain information from the school about the terms and conditions that the school would apply if it recruited the supply staff directly, i.e. the school can ask itself the question:

“If we took on this supply teacher as our own employee rather than having him/her supplied by the supply agency and we were issuing an employment contract, what would the contract include in terms of pay, annual leave and duration of working time, rest breaks and rest periods?”

### What responsibilities does the school have?

There are additional AWR benefits that supply agency workers are entitled to from day one of an assignment without completing the 12-week qualifying period.

These are:

#### Access to employment

This means the school must provide supply staff with information about any relevant vacancies and give the supply staff the same opportunity as its other employees in similar roles to find employment with the school.

#### Access to collective facilities

The supply staff must be given the same access to facilities such as canteen, child care facilities and transport services as the school provides to its own staff, unless there is justification for not doing so.

### Policy for dealing with supply agencies

Schools may want to consider having a specific internal policy in place for using and working with supply agencies. The policy would be a helpful way of having a single comprehensive point of reference for staff to refer to when dealing with agencies. Some of the areas that the policy could cover include:

- Details of staff members within the school who are responsible and authorised to instruct supply agencies;
- A checklist of all the information that the school requires the supply agency to provide in respect of any staff supplied;
- Details of the process that the school will use to check that the identity of supply staff matches the information provided by the supply agency;
- A process for managing information that needs to be shared with the supply agency for the purpose of compliance with the Agency Workers Regulations 2010;
- Providing information to the supply agency in relation to the Agency Workers Regulations 2010 e.g. parity of pay.

### Umbrella companies

Umbrella companies often work with supply agencies and supply staff in the education sector. An umbrella company employs the supply staff and is responsible for paying staff. The umbrella company provides its services and staff to supply agencies, which in turn provide those services to schools and college. The supply agency must ensure due diligence and safeguarding checks are carried out in respect of the umbrella company workers supplied and is responsible for paying them.

# 3

## HOW TO CHOOSE AN AGENCY

### Why should you work with an agency?

With strong professional relationships with supply staff at all levels of experience and across all subject disciplines, an education agency is well positioned to provide an additional add-on to your school's human resources function. Supply agencies provide supply staff at short notice, with the required qualifications and experience and having passed all required suitability checks. Schools will benefit from knowing that all supply staff provided via an REC agency are assessed to ensure that they meet the highest professional standards.

Understanding both the staffing needs of a school and the expectations of supply staff is the backbone of any supply agency.

#### WHY SHOULD I WORK WITH AN REC RECRUITMENT AGENCY?

- ✓ Signed up to the REC Code of Professional Practice
- ✓ Comprises experienced professionals
- ✓ Fulfils the HR function gap in a school
- ✓ High standards on qualifications and safeguarding
- ✓ Well-developed pools of suitable candidates
- ✓ Responsive to immediate requirements
- ✓ Capable of removing unsuitable teachers and replacing them with alternatives
- ✓ Payment mechanisms link seamlessly into school business management models.

“Promoting the highest standards in the education sector is critically important to the REC, and we are delighted to publish this guide to inform schools about how to ensure they have the right recruitment partner on board.” Kevin Green, REC Chief Executive

#### How to locate an REC supply agency?

Visit the member directory and input your postcode at [www.rec.uk.com/membership/member-directory](http://www.rec.uk.com/membership/member-directory)

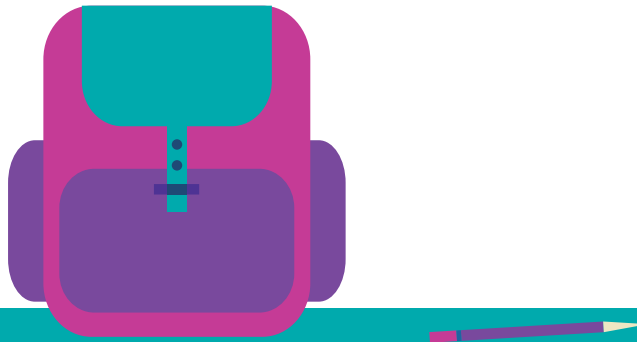
### Compliance

The REC is committed to raising standards and highlighting excellence throughout the recruitment industry. Compliance is a fundamental cornerstone of membership of the REC. Any agency seeking to become and remain a member of the REC is required to sign up to and abide by the REC Code of Professional Practice (the Code), which requires basic statutory compliance as well as higher professional standards.

The Code has been created in consultation with both REC members and external stakeholders to ensure that all members conduct their businesses ethically, to the highest standards, and promote good practice. It is binding on all corporate members and allegations of breaches of the Code can be dealt with through the REC's complaints and disciplinary procedure. Schools and education workers are able to make complaints about an REC supply agency to the REC about any potential breaches by visiting [www.rec.uk.com/membership/compliance/complaints/how-to-complain-about-an-rec-member](http://www.rec.uk.com/membership/compliance/complaints/how-to-complain-about-an-rec-member)

Please note:

- We are unable to accept anonymous complaints.
- A complaint must be made within one year of the event taking place.
- The complaints procedure requires full disclosure, so if the complaint is taken forward (with your permission), the agency will see what you have written; in turn you will see what the agency writes.
- We cannot investigate complaints against supply agencies that are not members of the REC.



### Compliance test

To further demonstrate compliance, the REC has introduced an online compliance test to assess an agency's knowledge of the relevant legislation and the Code. This mechanism enables the REC to determine if new applicants meet the criteria for entry and whether they can continue to renew their membership by passing the compliance test every two years, as required by the REC.

### The Good Recruitment Campaign

As well as driving compliance and standards, the REC is committed to driving a proactive campaign to promote good practice in the recruitment of both temporary and permanent staff. The Good Recruitment Campaign has been backed by employers across all sectors of the economy and is endorsed by representative bodies such as the Chartered Institute of Personnel and Development, The Chartered Institute of Purchasing and Supply and the Confederation of British Industry. The campaign covers specific areas of interest for schools and education providers such as the management of a flexible workforce and proactive hiring initiatives for shortage occupations.



**FOR MORE INFORMATION [CLICK HERE](#)  
OR CALL THE REC ON 020 7009 2100**

### Safer Recruitment

The REC is a member of the recruitment industry counter-fraud organisation, SAFER (Safe Advice for Employment and Recruitment), which is a non-profit industry wide initiative created to raise awareness about, and combat, criminal activities that may be attempted on those within the industry or through the services provided by the industry.



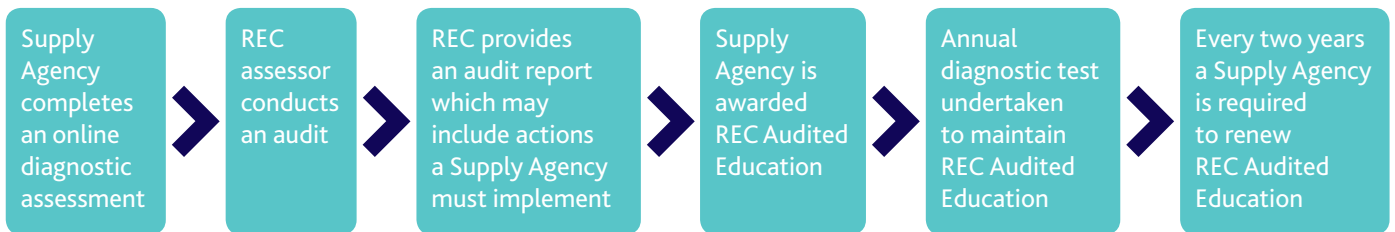
The purpose of SAFER is to help protect jobseekers, employers and service providers from crime during the process of communicating and fulfilling/acquiring employment opportunities by:

- A. Preparing and promoting advice to jobseekers, employers and service providers on how to avoid recruitment-related crime;
- B. Gathering and sharing intelligence between members that could reduce recruitment-related crime, including current scams, fraudulent practices and other criminal activities;
- C. Liaising with appropriate law enforcement agencies and regulatory authorities to assist them in the execution of their duties and in furtherance of the purposes of SAFER; and
- D. Developing national best practice guidelines for members on recruitment-related crime prevention, detection and investigation.

If you would like further information or would like to report recruitment-related fraud please visit [www.safer-jobs.com](http://www.safer-jobs.com)



### The audited process



## REC Audited Education - The highest standards benchmark in the sector

The REC managed the Quality Mark on behalf of the Department for Education for ten years until the scheme ended in 2013, during which time it became a highly regarded badge of best practice within supply teaching. The government believed that the industry should regulate itself and the closure of this scheme was part of a broader restructuring of government programmes.

“ I believe the time is now right for the recruitment industry to make its own independent arrangements to ensure the continuing high standards of teacher recruitment and compliance with legislation. ”  
David Laws, Schools Minister, Feb 2013

In response to very clear demand for an ongoing accreditation scheme to mark out best practice standards, the REC quickly set about establishing its successor to the Quality Mark and launched REC Audited Education in 2013.

Agencies displaying the REC Audited Education logo have been independently verified by the REC. It demonstrates their commitment to best practice and compliance with legislation, and allows schools to be confident they are using an accredited supplier that is accountable to a professional body.

Some of the organisations that participate in the steering group for REC Audited Education include the ASCL, NASBM, NAHT, Voice the Union, Hampshire County Council and many more.

The new audit covers both teaching and non-teaching staff and goes beyond just compliance, requiring agencies to demonstrate that they operate best practice in areas such as customer service, staff development, diversity and client management. To ensure the REC standard continues to meet the needs of the education sector, the scheme is underpinned by a steering group, chaired by Professor John Howson.

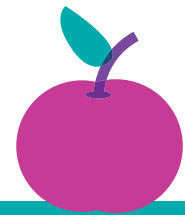
“ Any agency that acquires REC Audited Education status has achieved the highest kitemark on safeguarding available in the education space. As the Chair of the REC steering group for the benchmark, I know it will both stand the test of time and respond to the changing education arena. It is a tool that will continue to be a mark of excellence for an agency. ”  
Professor Howson, Chair of the REC Audited Education steering group

For a list of agencies currently holding REC Audited Education, please visit [www.rec.uk.com/business-support/audited/audited-members-directory](http://www.rec.uk.com/business-support/audited/audited-members-directory)



## 4

## LOOKING AHEAD



### Teacher shortages are likely to increase

The ASCL has reported that head teachers in many parts of the country are experiencing serious issues with recruitment to the School Direct programme. Malcom Trobe, Deputy General Secretary issued a dire warning, forecasting that *"We are heading for a significant shortage in teacher recruitment"*.

An analysis conducted by Data for Education identified that two thirds of School Direct places were unfilled in physics and about 60 percent empty in mathematics and chemistry. There was also a 30 percent vacancy rate in maths on PGCE courses. These figures are compounded by a requirement for applicants to have passed their skills tests in literacy and numeracy before being accepted, making it impossible for schools to recruit late entrants in time for the start of the new academic year.

The former Secretary for Education suggested that schools will see a shortfall of 700 teachers in September 2014, affecting more than 100,000 pupils, with implications for take-up of subjects at A level and beyond.

“After several years where recruiting teachers posed few problems for schools the increase in pupil numbers and decline in trainee teacher numbers heralds a period when recruitment will become more of a challenge, especially in certain subjects and phases.”

Professor Howson, Chair of the REC Audited Education steering group

Schools will need to plan for this challenge and look outside of the normal recruitment channels. Specialist recruiters are committed to working with schools and education providers to plan ahead and source candidates from a wide range of non-traditional avenues, from retired teaching staff to candidates specifically seeking flexible working environments.

The use of flexible resourcing models such as supply teachers will become increasingly important as schools seek cover whilst trying to hire permanent staff and as an ongoing means of covering for short-term absences.

### The regulatory landscape will continue to evolve as will good recruitment practice

The regulatory landscape covering recruitment will continue to evolve. For example, the main regulations covering the work of recruitment agencies (the Conduct Regulations) are in the process of being reviewed. Professional bodies like the REC and specialist recruitment agencies are committed to working with schools to implement any changes effectively.

Good practice in recruitment procedures will also continue to evolve. The REC is keen to actively involve schools and education providers in its wide-ranging Good Recruitment Campaign.



- Recruitment's biggest lobbying voice
- The source of recruitment knowledge
- Raising recruitment standards
- Developing successful careers in recruitment
- Exceeding members' expectations through business support.

The Recruitment & Employment Confederation (REC) is the professional body for the recruitment industry. The REC represents 3,506 corporate members who have branches across all regions of the UK. In addition, the REC represents 5,759 individual members within the Institute of Recruitment Professionals (IRP). All members must abide by a code of professional practice. Above all, the REC is committed to raising standards and highlighting excellence throughout the recruitment industry.

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