

STAFF RECRUITMENT AND TRAINING POLICY

The Thrive Tribe Collective Ltd (trading as The Thrive Tribe)

Purpose

This policy sets out how we recruit, induct, train, and develop staff and subcontractors so that we have the right people, with the right skills, delivering high quality training and support to adults. It also explains how we meet contractual requirements for staffing capacity, professional standards, safeguarding, digital accessibility and learner data.

Scope

This policy applies to all employees, freelancers, volunteers, and subcontractors who support or deliver programmes on behalf of The Thrive Tribe Collective Ltd, including tutors, assessors, IAG staff, administrators, managers, and quality staff.

Principles

- We recruit fairly and consistently, with no unlawful discrimination at any stage of recruitment or employment.
- We appoint people based on merit against clear role requirements and evidence of competence.
- We use safer recruitment practices for roles that work with learners, including checks and referencing.
- We provide induction and role specific training before delivery starts.
- We keep staff skills current through planned CPD and quality improvement activity.
- We protect learners through safeguarding, Prevent, and professional conduct expectations.
- We design learning environments that are safe, inclusive, and accessible, including online delivery.
- We keep accurate records and comply with data protection and MIS requirements.

Roles and responsibilities

Directors and Senior Leaders

- Ensure we have sufficient staffing to plan, manage and deliver programmes safely and effectively.
- Approve recruitment decisions for delivery and safeguarding related roles.

- Ensure systems are in place for induction, CPD, appraisals, observations, and performance management.
- Ensure safeguarding and Prevent arrangements are implemented and monitored.

Line Managers and programme leads

- Maintain up to date job descriptions and person specifications.
- Plan staffing cover, including contingencies for absence.
- Complete induction, probation reviews, supervision, and annual appraisal.
- Agree and review CPD plans and ensure mandatory training is completed on time.
- Arrange and record tutor observations and quality improvement actions.

Staff, tutors and subcontractors

- Read and follow all relevant policies, including safeguarding and professional conduct.
- Complete mandatory training and agreed CPD within required timescales.
- Maintain qualifications, professional registration (where relevant) and evidence of competence.
- Raise any safeguarding, health and safety, or data concerns immediately through our reporting routes.

Workforce planning and staffing capacity

We maintain sufficient managerial, administrative, and delivery staff to ensure the effective planning, development, and delivery of services. Workforce planning is reviewed at least termly (and more frequently during mobilisation) and covers delivery volumes, learner needs, delivery locations, digital delivery requirements, and the need for cover in the event of tutor absence.

- We maintain an up-to-date staffing plan for each programme, including named cover arrangements.
- We use appropriately qualified associates to provide flexible capacity when needed.
- We do not start delivery unless staffing capacity and safeguarding cover are confirmed.

Recruitment and selection process

Job design and advertising

All roles have a job description or role profile outlining main responsibilities and expected behaviours, including safeguarding responsibilities where relevant.

- Vacancies may be advertised internally and externally, depending on business need.

- Advertisements and recruitment materials clearly set out essential and desirable criteria.
- We make reasonable adjustments for candidates with disabilities during recruitment.

Applications and shortlisting

- Applicants submit a CV and cover letter (or application form where required).
- Shortlisting is completed against the person specification using consistent criteria.
- Recruitment records are retained in line with our record retention schedule.

Interviews and selection activity

- Interviews focus on job requirements and include values and scenario based questions where appropriate.
- At least one interviewer is a senior leader for delivery roles.
- For tutor roles, we may include a micro teach or work sample to evidence teaching ability.
- Interview evaluation forms are completed and retained for each candidate.

References, right to work and safer recruitment checks

Before appointment we complete, as applicable:

- Satisfactory references, including at least one recent employer or client reference.
- Right to work checks in line with UK requirements.
- DBS checks for roles involving learners, and any other checks required by contract or risk assessment.
- Verification of qualifications and professional memberships where relevant.

Where any checks raise concerns, we make a risk based decision and record our rationale. A candidate will not start in a learner facing role until required checks are complete.

Offer, induction and probation

All new starters receive an induction and role specific training before they deliver. Employees complete a probation period (normally 6 months) with monthly reviews. Associates and subcontractors complete an onboarding process proportionate to their role.

Qualifications and competence

We ensure all staff are suitably qualified and experienced for their role and for the programmes they support or deliver. Evidence of qualifications and competence is held on file and can be provided to the Contracting Authority on request.

- Role profiles set minimum qualification and experience requirements.

- Tutor files include teaching qualification evidence and subject or vocational competence evidence.
- IAG staff are required to evidence appropriate IAG competence and qualifications where relevant to their role.
- We maintain a central staff matrix showing role, qualifications, DBS status, mandatory training dates, and observation/appraisal status.

Induction, training and continuous professional development

Induction and role specific training

Before delivering, staff complete training appropriate to their role. This includes, as relevant:

- Safeguarding and Prevent, including reporting routes and local arrangements.
- Equality, diversity and inclusion, including reasonable adjustments and inclusive practice.
- Health and safety, including incident reporting and venue procedures.
- Data protection and information security, including secure handling of learner data.
- Programme specific requirements, funding rules and evidence expectations.
- Systems training, including MIS processes and quality documentation.

Continuous professional development (CPD)

All staff engaged in delivery undertake CPD to maintain and update their knowledge and skills. CPD is planned and recorded using our Tutor, Curriculum and CPD Log (or equivalent CPD record for non tutoring roles).

- Mandatory annual refreshers: safeguarding, Prevent, equality diversity and inclusion, and health and safety.
- Role specific CPD: teaching and learning practice, assessment practice, curriculum updates, digital delivery skills, and sector knowledge.
- Quality improvement CPD: learning from observations, learner feedback, audits, and standardisation activity.
- Wellbeing and professional skills CPD where it supports safe and effective delivery.

Recording CPD

- Each member of staff has a CPD record with dates, content, learning outcomes and impact on practice.
- Managers review CPD progress at supervision and appraisal.
- CPD evidence can include certificates, reflective logs, meeting notes, observation feedback, and peer learning records.

Appraisal, supervision and professional advice

Appraisal and performance review

We operate regular performance reviews. All employees receive at least an annual appraisal, with interim reviews where required. Appraisals cover performance, training needs, wellbeing considerations, and professional development.

- Objectives are agreed and linked to role expectations and programme outcomes.
- Training needs are identified and converted into an agreed CPD plan.
- Where performance concerns are identified, we use our performance management process and provide support to improve.

Access to professional advice

We maintain systems to seek and record specialist advice when needed. This may include:

- Safeguarding advice from the Designated Safeguarding Lead and external agencies where appropriate.
- Quality, curriculum and assessment advice from internal quality leads and awarding bodies where relevant.
- HR and employment law advice (internal or external) for staffing matters.
- Digital accessibility and IT security advice for online delivery and data protection.

Requests for professional advice and actions taken are recorded and retained as part of our quality and compliance records.

Tutor standards and quality monitoring

Teaching qualifications and competence

All tutors delivering on programme must hold an appropriate teaching or training qualification in line with national guidance for further education and skills. Where a tutor is working towards a qualification, arrangements and timelines are agreed and recorded, and delivery is supervised as required.

Observations and learning visits

- All tutors are observed at least once each year. Observations may be in person or online, depending on delivery mode.
- Observation feedback includes strengths, areas for improvement, and an action plan with timescales.
- Where risks are identified, additional observations and support are put in place.

Mandatory CPD for tutors

- Safeguarding
- Prevent duty
- Equality, diversity and inclusion
- Health and safety

Training is refreshed at regular intervals and evidenced.



10.4 Performance management

Where poor performance is identified, we use a supportive performance management approach. This can include coaching, additional training, closer supervision, and where necessary formal capability processes.

Staff surveys and staff voice

We run staff surveys relating to the services we deliver. Surveys support continuous improvement and help us identify what is working well and what needs attention.

- We carry out a staff survey at least annually, and additionally when requested by the Contracting Authority.
- Survey results are reviewed by senior leaders and used to inform our quality improvement plan.
- Results can be provided to the Contracting Authority on request in an agreed format.

Safeguarding and safer working

All staff and subcontractors complete safeguarding training appropriate to their role, particularly where they work with adults who may be vulnerable. Staff must read and follow our safeguarding policy and reporting procedure.

- Any safeguarding concern is reported immediately to our Designated Safeguarding Lead.
- Where the contract requires, we report concerns to the Contracting Authority's designated safeguarding lead without delay.
- Safeguarding training completion is monitored and recorded.

Learning environment, digital accessibility and digital inclusion

Safe and accessible venues

- All venues used for delivery meet applicable health and safety and accessibility requirements.
- We complete a venue suitability check before delivery starts and keep records of checks and any actions taken.
- Reasonable adjustments are made to support learners with disabilities or additional needs.

Digital accessibility standards

Where we deliver online or use digital learning materials, we aim to ensure platforms and content are accessible. Online platforms used for delivery must meet WCAG 2.1 AA standards, and we take a practical approach to ensuring our content meets accessibility needs.

- We use accessible templates and clear formatting for learning materials.
- We provide captions or transcripts where reasonably practicable, and we use alternative formats on request.

- We test key learner journeys (joining sessions, accessing resources, submitting work) and fix barriers quickly.

Digital inclusion support

Where needed, we support learners to access provision equitably through:

- Access to devices or signposting to device loan schemes.
- Support with internet connectivity or signposting to local support.
- Alternative formats, including printed materials where appropriate.
- Literacy and digital confidence support, including step by step guidance and 1 to 1 help.

MIS and learner data standards

Data accuracy and GDPR

We use GDPR compliant systems and processes to capture, store and share learner data. Staff receive data protection training and follow secure data handling procedures.

Contracting Authority requirements

- Where Lincolnshire County Council is the Contracting Authority, we use the Authority's MIS platform and integrate with ILR reporting requirements.
- We submit course programmes on the 2Aspire platform at least four weeks before delivery starts.
- For other Contracting Authorities (including the Combined County Authority), we use a GDPR compliant MIS capable of real time data tracking, or another system specified in the Call Off.

Access, permissions and audit

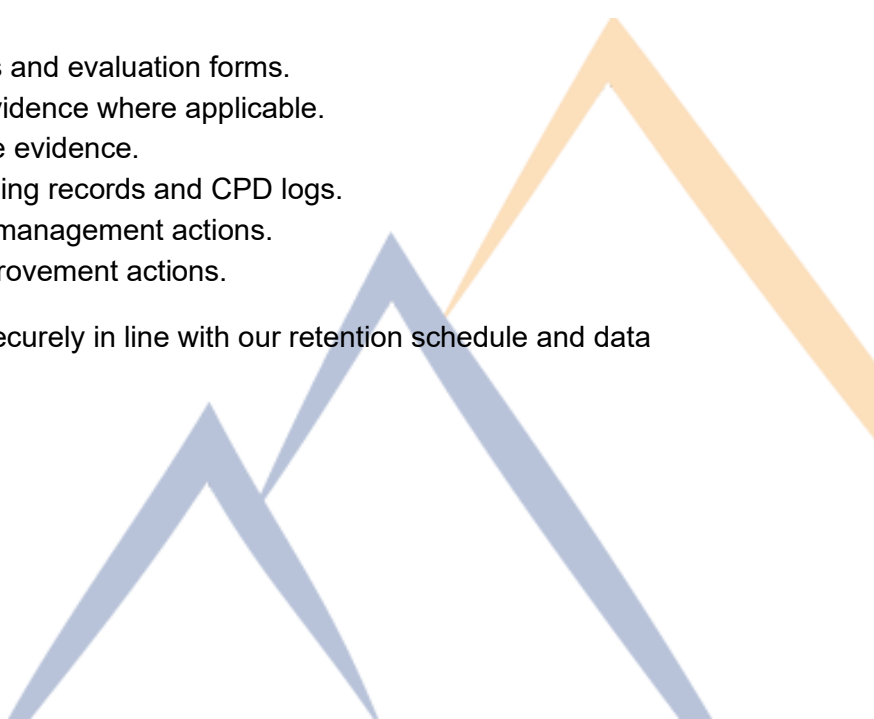
- System access is role based, with strong passwords and appropriate permissions.
- We maintain an audit trail for key learner records where systems allow.
- We cooperate with audits, spot checks, and monitoring visits and provide evidence on request.

Records and evidence

We keep accurate and up to date records to evidence recruitment, checks, training, and competence. This includes:

- Recruitment records, interview notes and evaluation forms.
- Right to work, reference and DBS evidence where applicable.
- Qualification copies and competence evidence.
- Induction checklists, mandatory training records and CPD logs.
- Appraisal records and performance management actions.
- Observation records and quality improvement actions.

Records are retained and disposed of securely in line with our retention schedule and data protection requirements.



Monitoring and review

This policy is reviewed at least every two years, and sooner if there are changes to legislation, contract requirements, or our operating model. Compliance is monitored through audits, CPD tracking, appraisal outcomes, observation outcomes, and safeguarding and quality reporting.

Review of the policy

A Senior Manager will review this policy annually or more frequently where there are significant changes in circumstances.

To be disseminated to: All staff / Service users / Subcontractors		
Authorised by: Managing Director	Issue Date: August 2026	Review Due: August 2027
Amendments: V2 – Minor wording updates (Recruitment and Interview Policy and procedure) (2023) V3 – Updated to meet professional standards requirements (2025) V4 – Minor wording update to remove mention of Skills 365 (2026)		