

## Job Description and Person Specification

### Musculoskeletal First Contact Physiotherapist (FCP)

#### Band 7

#### **About Sirona**

Sirona care & health is a Community Interest Company committed to providing local communities with a range of high quality specialist health and social care. For us, it's about the personal approach; we take pride in what we do and deliver the high standard of care that we'd expect for ourselves and our families.

#### **Summary about the Service**

An FCP Physiotherapist works as an extended part of the Bristol North Somerset and South Gloucestershire (BNSSG) Musculoskeletal (MSK) service (which includes MSK physiotherapy and podiatry, and the orthopaedic interface services).

An FCP Physiotherapist is a physiotherapist that works at the first point of contact within the Primary Care setting in conjunction with GP services. They may be based within a GP surgery, or other Primary Care setting, such as local Health Centre or community-based hospital.

MSK FCP clinics will be based in primary care networks. Within their contracted hours an MSK FCP's maybe asked to deliver clinics, Monday to Friday 8am-8pm. Also as part of improved access FCP's may deliver clinics on weekends.

Within the Sirona care and health team, we differentiate between different levels of a practicing FCP physiotherapist by using the title 'MSK FCP physiotherapist', or 'Advanced MSK FCP physiotherapist'. This job description refers to that of an 'MSK FCP physiotherapist', banded at 7 on the Agenda for Change pay scale.

#### **Job Purpose**

The MSK FCP will assess patients referred by means of self-referral, via their GP primary care service. They will be required to draw from high level clinical knowledge, use differential diagnostic skills and pattern recognition to plan and execute skilled physical examination to further inform shared decision making and patients care plan in complex patients. Patients will frequently present with multiple pathologies and physical and emotional needs where adaption of routine assessment is required.

The MSK FCP is required to develop advanced practice skills related to the understanding and clinical competency for the referral and interpretation of diagnostic investigations and reports (e.g. blood tests, Imaging, diagnostic injections). This includes understanding the evidence, criteria, sensitivity and specificity of different investigations for specific conditions in the context of the individual patient. The advanced MSK FCP physiotherapist will supervise and agree the sign of for individual practice to ensure MSK FCP role development safety.

The MSK FCP is required to develop advanced practice skills related to the understanding and the clinical competency for the delivery of Injection therapy and associated medication in the

management of certain MSK and rheumatological conditions. This includes the ability to critique current evidence to clinically reason when to carry out or refer for injection therapy as part for the shared decision-making process and develop understanding of when it is contraindicated or not recommended.

The MSK FCP is required to develop advanced practice knowledge, understanding and referral competency for Musculoskeletal specialist pathways. These include pathways for Orthopaedic services, Neurosurgery, Neurology, Community therapy and volunteer Services, Rheumatology and Pain services. As part of this the MSK FCP should work under guidance of the advanced MSK FCP physiotherapist to develop competence in providing advice on the expected benefits, limitations and outline the risks of most common surgical and non-surgical interventions, used in the management of MSK conditions and involve the patient within a shared decision making process of their care.

The MSK FCP should offer specialist advice in the management of persistent pain/ chronic conditions where the patient is seeking potentially inappropriate or unavailable surgical or medical intervention. They will be required to support patients in their self-management and promotion of health and wellbeing where appropriate, offering appropriate literature to the patient to supplement their education and treatment and facilitate behavioural change where required.

The MSK FCP is required to provide specialist education and development for clinicians across professional and organisational teams within the PCN and Sirona MSK services working with the advanced MSK FCP Physiotherapist to improve patient care and pathway management throughout BNSSG.

The MSK FCP is to provide mentoring/ buddy clinics with other MSK FCP physiotherapists working within their PCN/ Sirona MSK. Working with the Advanced MSK FCP, the MSK FCP is to promote and facilitate a learning culture that identifies learning needs, encourages reflection, evidence-based practice and work-based learning in order that themselves and others may develop to their full potential.

The MSK FCP is required to deliver service audits, and be involved in service improvement plans, and organisational changes. They will be involved in their PCN FCP service evaluation and population needs, and develop understanding as to how this links to the wider MSK and community system pathways (including community, MSK radiology, secondary care and other Sirona FCP services) in order to develop more effective and streamlined clinical pathways and services. To this end, the MSK FCP will work with the advanced MSK FCP to develop understanding and interpretation of clinical, professional and national evidence base, audit and policies including, but not limited to INN/CBA and PA and via the advanced MSK FCP, provide feedback to the MSK FCP Operational lead regarding service development and service improvement opportunities.

The MSK FCP physiotherapist will engage with local links / networks with other MSK FCP's to facilitate the integration of evidence and shared learning into clinical practice.

The MSK FCP is required to demonstrate evidence of high level critical evaluation and adaptation of own practice in relation to new information and relevant research / evaluation and audit and use the results to underpin own practice and disseminate best practice findings to others.

The MSK FCP will deputise for the Advanced MSK FCP, as required, in relation to leadership roles associated with their local PCN delivery and the community MSK service / pathway.

## Key Responsibilities

### **Clinical Reasoning:**

The post holder:

- Demonstrates specialist knowledge across the range of work procedures and practice: surgical, medical and conservative within the MSK field, both spinal and peripheral. This is underpinned by theoretical knowledge and/ or relevant practical experience demonstrated at a postgraduate / Masters Level (e.g., portfolio/ CPD, Education, Post grad certificate)
- Develops clinical competency in MSK diagnostic referral including evidence of understanding the choice of diagnostic investigations (Including, blood tests, Imaging, diagnostic injections), including sensitivity and specificity of different investigations for specific conditions.
- Develops experience and competency in processing investigation results/reports in the context of the clinical findings and the patient pathway to make appropriate an plan for best evidence based treatment with the patient.
- Works within Scope of practice and recognise when further specialist opinion from advanced MSK FCP physiotherapist is required for potential referral for further investigation or onward referral.
- Uses expertise and decision-making skills to inform clinical reasoning approaches when dealing with individual presentations and complex situations, synthesising information from multiple sources.
- Is able to synthesise current literature/ evidence base and guidelines to inform clinical reasoning around the sensitivity/ specificity of the subjective assessment and physical examination performed to determine a diagnosis.
- Demonstrates learning towards developing advanced knowledge of common and rare MSK and rheumatological conditions and their clinical management including critical and analytical awareness of current evidence.
- Demonstrate the ability to process, critically evaluate / analyse and reflect on information in complex situations where information is incomplete / not available.
- Fully understands own scope of practice and clinical knowledge limitations and proactively engages in advice from the advanced FCP physiotherapist, GP or orthopaedics to promote a safe, efficient and quality patient pathway.

### **Assessment and Communication:**

The post holder:

- Draws from highly specialist clinical knowledge and uses high level differential diagnostic skills and pattern recognition to plan and execute highly skilled physical examination to further inform shared decision making and patients care plan in complex patients, frequently with multi pathology patients and complex physical and emotional needs where adaptation of routine assessment is required.
- Assess, diagnosis, triage and treat patients either via patient self-referrals or referrals from a professional within network, and take responsibility for managing own, varied caseload (including patients with long term conditions, comorbidities and multi-factorial needs).
- Liaise with Advanced MSK FCP to consider requests for investigations as part of developing independent competency (e.g. x-rays/ MRI's/Bloods), following evidence based practice and local criteria to facilitate diagnosis and choice of treatment regime.
- Demonstrates use of sensitive and appropriate communication to work collaboratively with

a variety of health professionals both internally and across local organisations to offer education, development, advice and refer complex patients with specific needs into appropriate community and secondary care services (e.g physiotherapy).as competency and clinical signoff allows

- Demonstrates a holistic approach working in partnership with individuals, families, and carers, using a range of assessment methods as appropriate, considering co-morbidities and the impact of MSK problems on general health and wellbeing including health promotion and promotion of self-management where appropriate.
- Demonstrates appropriate identification and action taken in the presence of red flags and potential risk factors.
- Has a high level of understanding of the impact of and adaptation in the presence of socioeconomic, psychological and occupational influences on patient management and health outcomes.
- Communicates complex, sensitive and occasionally contentious information effectively at a high level demonstrating empathy via selection and adaptability of appropriate questions, utilising a variety of developed methods of communication to optimise interactions in complex situations with service users with potential barriers to understanding, acceptance and adherence. E.g. consideration of mental health issues, learning disabilities, specific communication needs, cultural or language requirements.
- Manages often aggressive, complex patients with varied communication barriers within a restricted time frame demonstrating adaptation to assessment and communication.

**Patient Management and treatment:**

The post holder:

- Offers specialist, evidence based, advice to patients about their condition/prognosis and treatment options available, utilising shared decision making, with use of diagnostics where competency allows, to inform decision making/reasoning / facilitating effective individual patient management within the scope of the MSK FCP physiotherapist.
- Ensures care is proactive, preventive in focus and population based, with an emphasis on early intervention.
- Offers specialist advice in the management of persistent pain/ chronic conditions where the patient is seeking potentially inappropriate or unavailable surgical or medical intervention
- Demonstrates the ability to support patients in their self-management and promotion of health and wellbeing where appropriate, offering appropriate literature to the patient to supplement their education and treatment.
- Demonstrates highly skilled selection of conservative treatment options (e.g. exercise prescription, manual therapy, assessment and fitting of orthotic devices), where appropriate to enable patients to engage in self-care for long term conditions.
- Demonstrates case management for patients throughout the primary care pathway, offering support to other teams within this pathway to ensure effective care and patient safety.
- Liaises with the advanced MSK FCP or MSK interface in order to facilitate further management with highly complex patients or where advanced practice competency is yet to be achieved e.g. injection therapy, investigation or specialist team referral.
- Demonstrates effective and appropriate MSK patient management in unpredictable settings with complex patients, who can be hostile, whilst lone working.
- Develops knowledge, understanding and individual competency for the provision of safe

Injection therapy of MSK conditions utilising national and local guidelines, under direct supervision and mentorship of the advanced MSK FCP physiotherapist.

### **Referral and caseload management:**

The post holder:

- Demonstrates high level clinical reasoning, assessment skills and patient management in order to appropriately risk assess each patient, holding individual responsibility to recognise and act on indications for emergency referrals in a timely manner, working within scope of practice liaising with Advanced MSK FCP physiotherapist, as required, to ensure referrals are appropriate.
- Delivers safe and effective referrals for routine community services including physiotherapy, rehabilitation teams and volunteers.
- Develops an understanding of the inclusion/ exclusion criteria and national guidelines impacting referral options, as part of their competency development for specialist referral.
- Referrals into secondary care/specialist services, including diagnostics and surgical interventions, are made in collaboration with the advanced MSK FCP physiotherapist unless the MSK FCP has completed their local competency and has been signed off for independent practice.
- Demonstrates documentation/ EMIS notes documented to appropriate legal standard.
- Follow local procedures for review and following up of patients that require further management treatments (e.g. physiotherapy) / injections) to ensure safe and efficient pathway delivery and enhance patient satisfaction.

### **Professional Behaviour:**

The post holder:

- Practise in compliance with their respective code of professional conduct and within their scope of practice, being responsible and accountable for their decisions, actions and omissions.
- Demonstrates insight into own knowledge, capabilities and limitations, with an awareness of when to seek help from the advanced MSK FCP physiotherapist, considering situations that may develop such that work becomes out of the scope of practice.
- Demonstrates a critical understanding of their broadened level of scope of practice, responsibility and autonomy and the limits of own competence and professional scope of practice under supervision of the advanced MSK FCP physiotherapist, including when working with complexity, risk, uncertainty and incomplete information.
- Independently seek help and guidance from the advanced MSK FCP physiotherapist/ operation lead where scenario falls out of scope of clinical practice, demonstrating critical reflection on own practice, self-awareness, emotional intelligence, and openness to change and development.

### **Leadership & Management:**

The post holder:

- As part of the wider Sirona MSK and FCP service provides guidance and advice within scope of practice across professional and service boundaries (e.g. across PCNs) to

influence clinical practice to enhance quality, reduce unwarranted variation and promote the sharing and adoption of best practice.

- Demonstrates leadership behaviours including (but not exclusive to) autonomous practice, self-reflection and awareness, leadership, self-confidence, the ability to facilitate self-awareness in others, resilience and determination.
- Under supervision and in collaboration with the advanced MSK FCP physiotherapist, evaluates and audits own, and others practice, within the PCN. Linking outcomes and actions to the wider MSK/FCP service and MSK system pathway ensuring quality and effectiveness (i.e. outcomes of care, experience and safety).
- Actively engages in peer review to inform own and other's practice, formulating and implementing strategies to act towards Masters level learning and make improvements to clinical practice.
- Assists in peer mentorship and buddy clinics with other MSK FCP physiotherapists within their PCN and offers mentorship and supervision as part of career development of B6 MSK physiotherapists within Sirona Community MSK service.
- Supports advanced MSK FCP physiotherapist in supervision of MSK B7 MSK FCP's e.g. in times of leave / long periods of absence.
- Under supervision and in collaboration with the advanced MSK FCP physiotherapist, engages with FCP networks within own service, linking to other PCNs across BNSSG and nationally, to develop opportunities to learn about and influence future developments.
- The MSK FCP physiotherapist may need to act as delegate for the Advanced MSK FCP in their absence at a PCN or BNSSG level regarding PCN performance, service and pathway improvement.
- Acts as a positive role model / leader, offering specialist education, advice and treatment for patients across professional and organisational teams across BNSSG (e.g. Community MSK staff and PCN staff including GP's and Nurse practitioners).
- Actively seeks feedback and involvement from individuals, families, carers, communities and colleagues in the co-production of FCP service improvements.
- Contributes constructively to FCP and MSK service improvement plans, strategies and organisational changes as required in response to this feedback, service evaluation and population need.
- Under supervision of the advanced MSK FCP physiotherapists, delivers current evidence base practice within the PCN, aligned with the Sirona MSK FCP service and considers BNSSG referral criteria where within scope of practice (e.g. CBA and INNf).

**Education:**

The post holder:

- Critically assesses and address own learning needs with direction from advanced MSK FCP physiotherapist, negotiating a personal development plan that reflects the breadth of ongoing professional development across the four pillars of advanced clinical practice and in line with Band 7 role requirements, developing towards the band 8a role requirements where appropriate..
- Recognises training and development needs of external services to provide training as part of the PCN FCP team to facilitate best patient care throughout the pathway (e.g. G.P, nurse practitioner and social prescriber training).
- Engages in self-directed learning, critically reflecting to maximise clinical skills and knowledge.

- Develop increased breadth of specialist knowledge base outside the traditional context of MSK to include wider medical knowledge and knowledge of orthopaedic management of MSK conditions to enhance individual patient management.
- In collaboration with the advanced MSK FCP physiotherapist critically evaluates and identifies further developmental needs for FCP peers in own and local services and supporting them to address these.
- Promotes a culture of a healthy learning environment within the PCNs, which values being challenged clinically, learning, incorporating effective work based and inter-professional learning.
- Delivers effective patient education, responding to the patients' motivation, development stage and capacity, working collaboratively to support health literacy and empower patients to participate in decisions about their care and to maximise their health and well-being.
- Attends and is involved in appropriate local and national CPD courses, aligned with PDR's, and in In-service learning e.g. buddy clinics, clinical reflections and supervised practice.

**Research and Development:**

The post holder:

- Actively seeks feedback and contributes to evaluation of effectiveness of PCN MSK FCP service and care delivery e.g. through delivery of clinical audit, service user feedback, communication with service users and families/colleagues/community. This will inform service improvement.
- Under supervision and direction of the operational lead and advanced FCP MSK lead, demonstrates awareness and participates in/ feeds into, where available local and national FCP clinical trials and the potential impact on patient care
- Demonstrates evidence of advanced critical evaluation and adaptation of own practice in relation to new information and relevant research / evaluation and audit. Demonstrates using the results to underpin own practice and disseminate best practice findings to others.
- Demonstrates in depth knowledge of current literature, guidelines and research and critically analyse and synthesis complex information, often with no clear consensus in order to engage with and offer advice on pathway and policies that impact the wider FCP/MSK clinical pathway within scope of practice.
- To engage in local links / networks with research groups / professionals where appropriate to facilitate the integration of research in to clinical practice (eg FCP, PAM, outcome measures).
- Takes part in the delivery of complex audits under supervision of the Advanced FCP MSK lead, looking at local PCN and wider Sirona MSK FCP clinical practice and activity to drive service and pathway improvement, determine clinical effectiveness, safety and quality assurance and act appropriately on the findings.

**Scope of Accountability:**

- Number of direct reports – 0
- Number of indirect reports – Peer support to other B7 MSK FCP's within the locality and indirect support to the Community MSK Service B6/5 staff as part of their professional development. This may include the completion of Supervision and appraisals in the absence of their direct line manager
- Budget holder – N/A

## Skills, Experience and Knowledge Required

### **Essential:**

- Highly specialised clinical reasoning skills.
- Advanced manual therapy skills.
- In depth knowledge of the management of spinal and peripheral MSK patients, including indication and considerations for conservative treatment while developing knowledge of surgical intervention.
- Knowledge of national guidelines and developing knowledge of local commissioning policies.
- Highly specialist knowledge and understanding of conditions and symptoms that may present and masquerade as an MSK condition.
- Evidence of developing knowledge and understanding of evidence-based practice with respect to diagnostic investigations e.g. X-rays, MRI's, Bloods, Ultrasound.
- Experience of using technology and software integrated in MSK pathways e.g. electronic triage and records, image referral and review software.
- Advanced knowledge and understanding of general physiotherapy care programmes for highly complex patients.
- Evidence of decision making regarding complex patient pathways in primary care.
- Highly developed skills in communication and education for effective patient/carer/stakeholder engagement in complex management pathways and often challenging/hostile environments.
- A critical understanding of personal scope of practice.
- Manage risk in unpredictable, uncertain situations to uphold patient safety.
- Able to follow legal, ethical, professional and organisational policies, procedures, and codes of conduct.
- Experience teaching, supervising and mentoring others.
- Experience of effective clinical communication with multidisciplinary teams / professionals.
- Report writing skills for onward referral.
- Experience dealing with complaints and clinical incidents.
- Experience of being involved in service audit and risk assessments.
- Able to work in lone working, stressful environments.
- Clinically competent to assess and manage both peripheral and spinal musculoskeletal patients within scope of practice of the MSK FCP physiotherapist.
- Driver, holding a valid UK driving licence.
- Competent with word processing, email, internet and basic spreadsheets.

### **Desirable:**

- Knowledge and experience in delivering Musculoskeletal Injections.
- Knowledge, understanding and experience of referring for and interpreting diagnostic investigations e.g. X-rays, MRI's, Ultrasound.
- Knowledge and experience of interpreting radiology and investigation reports in line with patient presenting condition and treatment options, using SDM to inform decision making.
- Knowledge and experience of referring to specialist service including orthopaedics, neurosurgery etc.



### Qualifications and Training Required

**Essential:**

- Completion of an undergraduate diploma / degree in Physiotherapy.
- Registration with the Health and Care Professions Council (HCPC).
- Able to demonstrate in practice portfolio experience in core physiotherapy and MSK physiotherapy.
- Demonstrates self-development through continuous professional development activity.
- Can demonstrate working towards a Masters level/ Level 7. E.g. Masters modules.
- Evidence of working as a clinical supervisor, designing, developing and delivering programmes of learning in line with evidence-based practice, to peers and junior staff.

**Desirable:**

- Member of the Chartered Society of Physiotherapy (CSP).
- Can demonstrate working at a Masters level/ Level 7. E.g. Masters modules.
- Completion of relevant Leadership and/ or management training course.
- Evidence of current or previous completion of Ionising Radiation (Medical Exposure) Regulations (IR(ME)R) and experience of referring for diagnostic investigations.
- Post graduate training in Musculoskeletal Diagnostic Testing.
- Post Graduate training in Musculoskeletal injection therapy.

### Collaborative Learning

**Essential:**

- Experience of working and communicating with Primary Care clinicians and teams.
- Experience of involvement in reviewing MSK Service performance data and KPI in order to effectively plan service delivery.
- Experience of involvement in reporting MSK data and associate recommendations to ensure appropriate stakeholder engagement.
- Experience on work with public health and volunteer services related to healthy lifestyle management.
- Experience of collaborative communication pathways using a variety of technologies e.g. email, virtual conferences.
- Experience in teaching a broad range of clinicians, GP's and other Advance practitioners.
- Experience in formulating personal development plans with others in order to facilitate personal and service development.

**Desirable:**

- Experience of managing and co-ordinating the care of individual patients through liaison with multi-disciplinary teams in secondary care.
- Experience in line management, including performance management of MSK staff.

### Leadership

**Essential:**

- Evidence of accountability for the delivery of services and projects. E.g. project planning and implementation.
- Experience of involvement in facilitating service change internally.
- Evidence of leadership behaviours in portfolio including e.g. autonomous practice, self-reflection, promotion of cultural change.
- Experience in peer review to inform own and other's practice, formulating and implementing strategies to act on learning towards Masters level and make improvements to clinical practice.
- Experience in engagement with peer networks both locally and nationally, to develop opportunities to learn about and influence future developments.
- Actively seeks feedback and involvement from individuals, families, carers, communities and colleagues in the co-production of service improvements under guidance of clinical or operation lead.
- Evidence of contribution to service improvement plans, strategies and organisational changes in response to this feedback, service evaluation and population need under guidance of clinical or operational lead.

**Desirable:**

- Evidence of operational decision making related to staff and service development.
- Using leadership behaviours (above) to contribute towards system wide change.
- Evidence of operational decision making related to staff and service development. E.g. course and study leave allocation, capacity and demand modelling.
- Experience of facilitating service change across professional and service boundaries.

### Management

**Essential:**

- Demonstrates understanding of, and conforms to, relevant standards of practice.
- Evidence of delivering staff appraisal following local policy and linking to wider service, company and national objectives.

**Desirable:**

- Experience of managing effective resource allocation across different localities and providers e.g. staffing.
- Evidence of delivering service performance evaluation and development, reporting to key stakeholders.
- Evidence of operational service management including capacity and demand management, diary management, waiting list management, staff leave etc.
- Experience of representing MSK services in strategic, system wide meetings, deputising for MSK service senior leadership.

### Research and Evaluation

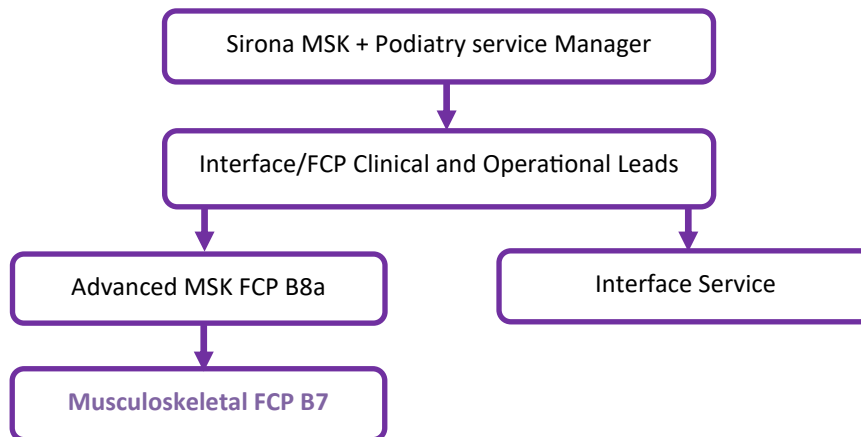
**Essential:**

- Experience of seeking feedback from service users and stakeholders regarding MSK service delivery under guidance of clinical or operation lead.
- Demonstration of knowledge of current evidence based MSK management including critical analysis of research and service data where available.
- Experience completing service audits within the MSK pathway under guidance of operation or clinical lead.
- Experience of involvement in developing evidence based MSK clinical pathways under guidance of operational or clinical lead.

**Desirable:**

- Experience of being a primary investigator in a research trial and publishing the research.
- Experience of developing, delivering and publishing evidence based system wide of clinical pathways / guidelines.
- Evidence of developing local links / networks with research groups / professionals where appropriate to facilitate the integration of research in to clinical practice.
- Experience of being involved in research trials within the MSK pathway e.g. data collection, participant recruitment.

### Team Structure Diagram



### Additional Information

The essence of Sirona is about ‘Taking it Personally’ and we work hard to ensure that everyone who comes into contact with us feels welcomed, supported, safe and valued; these are the experiences we want everyone to have throughout their employment with us.

Every contact we have with individuals makes a difference and our aim is to make that difference a positive one.

### **Sirona Values**

- We provide care to the standard we expect for ourselves and our families
- We offer a high quality environment where the individual feels in control of the care and the support they receive
- We offer a working environment where high quality care and compassion are respected and rewarded
- Our staff focus on the goals of the individual taking into account their inter-related physical, mental and social care needs
- Every member of staff takes personally their responsibility to improve the health and wellbeing of those to whom we provide support
- We nurture a just culture where all staff are supported to deliver to the highest standard and are fairly held to account when they fail to do so

### **Taking it Personally**

Taking it Personally sets out standards of behaviour that have been developed by staff for staff and support Sirona's values. We expect all staff to adhere to the Taking it Personally behaviours to ensure the Sirona values are upheld at all times.

Taking it Personally underpins Sirona's vision to achieve our aim to make a difference by providing health and social care services ensuring that we

- Focus on individuals, families & communities
- Promote the prevention of poor health and wellbeing and intervene only to support recovery
- Add value to our local communities above what we are contracted to do
- Work with others to ensure joined up services
- Remove unhelpful boundaries between services and professionals
- Continually learn and grow as a Company.

We will ensure that everyone who comes into contact with Sirona feels welcomed, supported, safe and valued in line with our commitment to Taking It Personally.

### **Making Every Contact Count (MECC)**

Staff across Health and Social care has many contacts every day with individuals and are ideally placed to promote and engage in conversations about their health and lifestyle. As part of MECC staff are required to support and encourage individuals to make positive changes to their physical and mental health and wellbeing, including directing them to local services that can support them in making positive changes. MECC focuses on the lifestyle issues that, when addressed, can make the greatest improvement to an individual's health:

- Stop smoking
- Alcohol intake and staying within the recommended limits
- Healthy eating
- Physical activity
- Keeping a healthy weight
- Improving health and wellbeing

### **Safeguarding**

We are committed to safeguarding and promoting the welfare of children, young people and adults at risk and expect all staff to share this commitment and promote safeguarding by implementing policies and procedures, acting promptly on concerns, and sharing information appropriately. We are committed to safe recruitment practice and all appointments are subject to satisfactory clearance appropriate to the post.