



ROYAL
BALLET
SCHOOL

SETTING THE STANDARD

LOW-LEVEL CONCERNS POLICY
SEPTEMBER 2025



INTRODUCTION

The Royal Ballet School (“the School”) understands the importance of a positive culture where concerns can be identified and spoken about openly and acknowledges that this is a key element of a strong safeguarding system. This Low-Level Concerns Policy seeks to ensure that all staff who work with students behave appropriately and to enable the early identification and prompt and appropriate management of concerns.

As part of its whole school approach to safeguarding, the School will ensure that it promotes an open and transparent culture in which all concerns about all adults working in or on behalf of the School (including supply teachers, volunteers and contractors) are dealt with promptly and appropriately.

Creating a culture in which all concerns about adults, (including concerns that do not meet the harm threshold), are shared responsibly and with the right person, recorded and dealt with appropriately, is critical. If implemented correctly, this should encourage an open and transparent culture; enable the School to identify concerning, problematic or inappropriate behaviour early; minimise the risk of abuse; and ensure that adults working in or on behalf of the School are clear about professional boundaries and act within these boundaries, and in accordance with the ethos and values of the School.

This Policy operates in conjunction (as appropriate) with the following policies:

- School’s Staff Code of Conduct

- Safeguarding Policy

- Disciplinary Procedure

- Capability Procedure

- Grievance Procedure

- Whistleblowing Policy

- Privacy Notice

Introduction to the concept and importance of sharing low-level concerns

Behaviour which is not consistent with the standards and values of the organisation, and which does not meet the organisational expectations encapsulated in the School’s Staff Code of Conduct, needs to be addressed. Such behaviour can exist on a wide spectrum – from the inadvertent or thoughtless, through to that which is ultimately intended to enable abuse.

All staff need to be informed about and be able to identify concerning, problematic or inappropriate behaviour and understand the importance of sharing concerns when they observe behaviour which violates the School’s Staff Code of Conduct.

What is a Low-Level Concerns Policy?

This Policy enables and encourages all staff to share any concerns – no matter how small – about their own or another member of staff’s behaviour with the Designated Safeguarding Lead (DSL). It is designed to make all staff feel confident in taking such actions. Safeguarding and promoting the welfare of children is everyone’s responsibility.

What is the purpose of a Low-Level Concerns Policy?

The purpose of this Policy is to create and embed a culture of openness, trust and transparency in which the clear values and expected behaviour which are set out in the School's Staff Code of Conduct are constantly lived, monitored and reinforced by all staff.

What are the aims of this Policy?

The aims of this Policy are to:

- ensure that all staff are clear about what appropriate behaviour is, and are confident in distinguishing expected and appropriate behaviour from concerning, problematic or inappropriate behaviour – in themselves and others, and the delineation of professional boundaries and reporting lines;
- empower staff to share any concerns they may have about any other members of staff (volunteers or contractors) in the School with the DSL and to help all staff to interpret the sharing of such concerns as a neutral act;
- address unprofessional behaviour and support the individual to correct it at an early stage;
- identify concerning, problematic or inappropriate behaviour – including any patterns – that may need to be consulted upon with, (on a no-names basis if appropriate), or referred to, the Local Authority Designated Officer ("LADO");
- provide for responsive, sensitive and proportionate handling of such concerns when they are raised;
- help identify any weaknesses in the School's safeguarding system; and
- contribute to a whole school safeguarding culture where concerns about the safety and welfare of students at any level are raised.

Definitions

Who does this Policy apply to?

- This Policy applies to all staff whether working in or on behalf of the School, engaged as a paid employee (including supply teacher), worker or contractor, or unpaid member of staff or volunteer. It also includes anyone who is part of the Governing Body.
- Designated Safeguarding Lead (DSL) means the DSL at the School.
- Governing Body means those individuals who are responsible for the School's governance.

Details of the individuals currently in these roles can be found at Annexure 1.

Allegation that may meet the harm threshold. The term 'allegation' means it is alleged that an adult who works with children has:

- behaved in a way that has harmed a child, or may have harmed a child; and/or
- possibly committed a criminal offence against or related to a child; and/or
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children; and/or
- behaved or may have behaved in a way that indicates they may not be suitable to work with children.

In terms of managing cases of allegations that may meet the harm threshold, these might indicate a person would pose a risk of harm if they continue to work in their present position, or in any

capacity with children in a school. These concerns are handled according to the School's Safeguarding Policy.

Concern (including an allegation) that does not meet the harm threshold – i.e. a low-level concern.

The term 'low-level concern' does not mean that it is insignificant, it means that an adult's behaviour towards a child does not meet the harm threshold set out above. A low-level concern is any concern – no matter how small, and even if no more than causing a sense of unease or a 'nagging doubt –' that an adult may have acted in a way that:

- is inconsistent with the School's Staff Code of Conduct, including inappropriate conduct outside of work; and
- does not meet the allegation threshold or is otherwise not serious enough to consider a referral to the LADO – but may merit consulting with and seeking advice from the LADO, and on a no-names basis if necessary.

Although it is important that staff feel comfortable with, and are clear about, the concept of low-level concerns, and know what to do if they have such a concern, they do not need to be able to determine in each case whether their concern is a low-level concern, or if it is not serious enough to consider a referral to the LADO, or whether it meets the threshold of an allegation. Once staff share what they believe to be a low-level concern, that determination should be made by the DSL, in consultation with the senior DSL Deputies (namely the Academic and Pastoral Principal, (APP), and/or the Assistant Principal for Pastoral & Welfare, (APPW)).

The diagram at Annexure 2 further illustrates the distinction between an allegation that may meet the harm threshold, and a concern (including an allegation) that does not meet the harm threshold – i.e. a low-level concern.

It is important to note that a low-level concerns relate to behaviour and conduct of adults that may present as a safeguarding risk to students, and not to any instance of professional misconduct or violation of the Staff Code of Conduct. Issues relating to professional conduct that do not present as a potential safeguarding risk are not low-level concerns.

School Culture

The School promotes an open and transparent culture in which all concerns about all adults working in or on behalf of the School are dealt with promptly and appropriately.

Data Protection and Confidentiality

The School will always respect the personal data of staff, (and others, where they may be identifiable), in implementing this Policy and in keeping records of low-level concerns secure.

The Data Protection Act 2018 includes a specific provision which permits organisations to process even the most sensitive personal data where necessary for the purposes of protecting children from harm. Although sharing of low-level concerns will not always involve legally sensitive categories of data, the safeguarding purpose is the same as that under the School's Safeguarding Policy

A proportionate approach must be taken by all to considering what personal data is in fact necessary to share and record by way of low-level concern(s) in each case in order to support the safeguarding purpose and to ensure the information is accurate, fair and as far as possible recorded in neutral terms.

If a member of staff who reports a low-level concern does not wish to be named, then the School will respect their wishes as far as possible. However, staff should be aware that in certain circumstances this anonymity may need to be waived (as explained further below).

All staff are entitled, under data protection law, to ask to see the content of any low-level concerns retained by the School under this Policy as it relates to them personally and to make any reasonable objection as to the fairness or accuracy of that content. The School will process such requests within the period prescribed by law, subject always to any necessary protection of the rights of third parties and unless any other relevant exemptions apply (including if complying with the request would be likely to prejudice the safeguarding purpose of this Policy). If the content of a low-level concern is disputed, it may not be appropriate for the School to delete or alter the original record, but a note may be recorded alongside reflecting the staff member's alternative account or objection(s).

All personal data processed in connection with this Policy will be processed in accordance with the School's Privacy policies

Who should staff share low-level concerns with?

It is important that low-level concerns are reported to the DSL as soon as reasonably possible and, in any event, within 24 hours of the member of staff becoming aware of it, (where the concern relates to a particular incident) – although it is never too late to share a low-level concern even if this period of time has elapsed.

If the DSL is absent for any reason, low-level concerns should be shared with the Senior Deputy DSL (i.e. either the Academic & Pastoral Principal, or the Assistant Principal for Pastoral & Welfare) who will ensure they inform the DSL immediately on their return.

If any low-level concern relates to the behaviour of the Artistic Director, or the Academic & Pastoral Principal it should be referred to the Chief Executive Officer (CEO), who may take advice from the Safeguarding Governor and/or the Chair of Governors where appropriate.

If there is a conflict of interest in sharing a low-level concern with the DSL, the low-level concern should be shared with the Academic & Pastoral Principal, or with the Safeguarding Governor, or Chair of Governors unless there is conflict of interest in doing so, in which case it should be reported directly to the LADO.

The diagram at Annexure 3 further illustrates who low-level concerns should be shared with.

Should staff who report low-level concerns be able to remain anonymous?

Staff are encouraged to consent to be named when sharing low-level concerns, as this will help to create a culture of openness and transparency. If the staff member who reports a low-level concern does not wish to be named, the School will respect that person's wishes as far as possible. However, there may be circumstances where the staff member will need to be named (for example, where disclosure is required by a court or local authority, or under a fair disciplinary process) and, for this reason, the School cannot promise anonymity to members of staff who report low-level concerns.

Should staff report concerns about themselves (i.e. self-report)?

Occasionally a member of staff may find themselves in a situation which could be misinterpreted or might appear compromising to others. Equally, a member of staff may, for whatever reason, have behaved in a manner which, on reflection, they consider falls below the standard set out in the School's Staff Code of Conduct. Self-reporting in these circumstances can be positive for a number of reasons, and staff are encouraged to self-report on the basis that:

- it is self-protective, in that it enables a potentially difficult issue to be addressed at the earliest opportunity;

- it demonstrates awareness of the expected behavioural standards and self-awareness as to the member of staff's own actions or how they could be perceived; and
- crucially, it is an important means of maintaining a culture where everyone aspires to the highest standards of conduct and behaviour.

The School's aim is to create an environment where staff are encouraged and feel confident to self-report.

How should low-level concerns be reported and recorded?

Low-level concerns must be reported via the staff module of *CPOMS* (the School's secure online reporting system for allegations against staff). This runs alongside the student *CPOMS* platform which is used to report safeguarding concerns regarding students. If a member of staff is unsure about whether to report a concern, they are encouraged to discuss this with the DSL or the APPW. They may also approach any deputy DSL for guidance around whether to report a concern.

If a student has been impacted by a low-level concern, then it would be appropriate to report this on both the staff and student *CPOMS* modules.

All low-level concerns will be recorded on *CPOMS*, which will therefore serve as the school's low-level concern register.

Where a low-level concern relates to a person employed by a supply agency or a contractor, the School will notify that person's employer so that any potential patterns of inappropriate behaviour can be identified.

How should a low-level concern be responded to?

Once the DSL has received the low-level concern, they will:

- Speak to the person who reported the low-level concern to obtain additional information or clarity, if necessary.
- Speak to any potential witnesses (unless advised not to do so by the LADO/other relevant external agencies, where they have been contacted).
- Discuss the concern with the APP and/or the APPW (unless inappropriate to do so due to a conflict of interest such as if the concern relates to them).
- Speak to the individual about whom the low-level concern has been reported (unless advised not to do so by the LADO/other relevant external agencies, where they have been contacted). They may also, depending on the nature of the concern, instruct a relevant line manager to speak to the person concerned.
- If they are in any doubt, seek advice from the LADO – on a no-names basis if necessary.
- Review the information and make a determination on which of the following four categories the reported behaviour falls into:
 1. **No further action:** the reported behaviour is consistent with the School's Staff Code of Conduct and the law; in which case the reported behaviour constitutes neither a low-level concern nor a professional conduct matter;
 2. **Professional conduct only:** may raise professional conduct concerns, including possible misconduct or capability concerns (the determination of such is not for the DSL, but for the person's line manager and/or HR), but no aspect of the reported behaviour raises any safeguarding concern;

3. **Low-level concern:** constitutes a low-level concern as per the definition in this Policy;
4. **Allegation:** in and of itself meets the threshold of an allegation and should be referred to the LADO/other relevant external agencies, and in accordance with the School's Safeguarding Policy, Part 4 of KCSIE 2025, and the relevant procedures and practice guidance stipulated by the School's Local Safeguarding Partnership.

It is not necessary for these actions to be taken in the above order but in an appropriate sequence according to the nature and detail of the particular concern shared with them.

What action will be taken if it is determined that the reported behaviour falls into "No further action"?

1. The DSL will speak to the person who made the report, to provide them with feedback about how and why the behaviour is consistent with the School's Staff Code of Conduct and the law.
2. It will be recorded on CPOMS that the concern has been assessed to be a "no further action" report and the reason for this assessment explained.
3. If the person in question has been consulted and made aware of the concern, then the DSL will update the individual in question in writing and inform them of the outcome of the concern assessment. In certain instances, when a reported concern is clearly a "no further action" concern, consultation with the person reported may not be necessary and they may not need to be made aware of the concern.

What action will be taken if the behaviour raises professional conduct concerns, including possible misconduct or capability concerns but no aspect of the reported behaviour raises any safeguarding concern?

After consultation with the APP and APPW, the DSL will forward the concern to the person's line manager and notify HR that the concern has been forwarded. The line manager, in consultation with HR, will make a determination on professional conduct, misconduct or capability in accordance with the Disciplinary Procedures or any other relevant HR policies.

What action will be taken if it is determined that the behaviour constitutes a low-level concern?

The DSL will respond in a sensitive and proportionate way – on the one hand maintaining confidence that such concerns when raised will be handled promptly and effectively, whilst on the other hand protecting staff from any potential false allegations or misunderstandings. Any investigation of low-level concerns will be done discreetly and on a need-to-know basis.

Most low-level concerns by their very nature are likely to be minor. Some will not give rise to any ongoing concern and, accordingly, will not require any further action. Others may be most appropriately dealt with by means of management guidance and/or training. This will often involve informing the member of staff's line manager, who may in some instances provide ongoing guidance or training, as well as the School's HR department. In many cases, a low-level concern will simply require a conversation with the individual about whom the concern has been reported.

Any such conversation with individuals in these circumstances will include being clear with them as to why their behaviour is concerning, problematic or inappropriate, what change is required in their behaviour, enquiring what, if any, support they might need in order to achieve and maintain that and being clear about the consequences if they fail to reach the required standard or repeat the behaviour in question.

Ongoing and transparent monitoring of the individual's behaviour may be appropriate. An action plan or risk assessment which is agreed with the individual, and regularly reviewed with them, may also be appropriate. This approach will be managed by the HR department in most instances.

Some low-level concerns may also raise issues of misconduct or poor performance. The DSL will also consider whether this is the case – by referring to the School's Disciplinary (and/or capability) Procedure and taking advice from HR/Director of People & Operations/Legal Counsel and/or taking specialist advice as necessary on a named or no-names basis where necessary.

If the DSL considers that the School's Disciplinary (or capability) Procedure may be triggered, they will refer the matter to HR/ Director of People & Operations /Legal Counsel. If HR/ Director of People & Operations /Legal Counsel advise that the School's Disciplinary (or capability) Procedure is triggered, the individual will have a full opportunity to respond to any factual allegations which form the basis of capability concerns or a disciplinary case against them in accordance with these procedures..

When considered with any other low-level concerns previously reported about the same person, could now meet the threshold of an allegation, and should be referred to the LADO/other relevant external agencies, and in accordance with the School's Safeguarding Policy, Part 4 of KCSIE 2025, and the relevant procedures and practice guidance stipulated by the School's Local Safeguarding Partnership; or ensure that appropriate and detailed records are kept of all internal and external conversations regarding the concern, their determination, the rationale for their decision and any actions taken, (including the outcome of any meeting between the person concerned and their line manager) and retain records in accordance with this Policy and the School's Data Retention Policy; Safeguarding records regarding behaviour of adults can be kept for in their personnel file for an indefinite period.

Staff should be aware that when they share what they believe to be a low-level concern, the DSL, or their line manager (depending on the nature of the concern), will speak to the adult who is the subject of that concern (unless advised not to do so by the LADO/other relevant external agencies, where they have been contacted) – no matter how 'low' level the concern may be perceived to be, to gain the subject's account – and to make appropriate records (as above), which may be referenced in any subsequent disciplinary proceedings.

How the School responds to a low-level concern may be different depending on the employment status of the individual who is the subject of the concern - i.e. whether they are an employee or worker to whom the School's disciplinary and/or capability procedure would apply; or a contractor, Governor, or volunteer. The School's response will be tailored accordingly.

What action will be taken if it is determined that the behaviour constitutes an allegation?

If the allegation in and of itself meets the threshold it will be referred to the LADO/other relevant external agencies, in accordance with the School's Safeguarding Policy, Part 4 of KCSIE 2025, and the relevant procedures and practice guidance stipulated by the School's Local Safeguarding Partnership (https://www.londonsafeguardingchildrenprocedures.co.uk/alleg_staff.html#5.-responding-to-an-allegation-or-concern-%E2%80%93-the-role-of-the-employer)

What action will be taken if it is determined that the behaviour.....Whilst not sufficiently serious to consider a referral to the LADO nonetheless merits consulting with and seeking advice from the LADO, and on a no-names basis if necessary? Then action (if/as necessary) will be taken in accordance with the LADO's advice; or

...When considered with any other low-level concerns that have previously been shared about the same individual, could now meet the threshold of an allegation, or in and of itself meets the threshold of an allegation? Then it will be referred to the LADO/other relevant external agencies, and in accordance with the School's Safeguarding Policy, Part 4 of KCSIE 2025 and the relevant procedures and practice guidance stipulated by the School's Local Safeguarding Partnership.

How should reports of low-level concerns be held?

The School will retain all records of low-level concerns, (including those which are subsequently deemed by the DSL to relate to behaviour which is entirely consistent with the School's Staff Code of Conduct), in the school safeguarding file and on *CPOMS*.

Where multiple low-level concerns have been shared regarding the same individual these will be kept in chronological order as a running record, and with a timeline alongside together with clear information about the outcome and actions taken. These records will be kept confidential and held securely with access afforded only to a limited number of individuals such as the DSL, Chief Executive Officer, Artistic Director, Academic & Pastoral Principal, Assistant Principal for Pastoral & Welfare, Chair of Governors, Safeguarding Governor and Head of HR.

How often should the central low-level concerns file be reviewed?

The DSL will review the central low-level concerns file on *CPOMS* periodically to ensure that all such concerns are being dealt with promptly and appropriately, and that any potential patterns of concerning, problematic or inappropriate behaviour are identified. A record of these reviews will be made. Where a pattern of behaviour is identified in respect of a specific individual, the DSL will also consider whether any wider cultural issues are at play that may have enabled the behaviour and/or whether the School should arrange for additional training or a review of any of its policies to reduce the risk of it happening again.

How long should records of a low-level concern be kept?

Low-level concerns will be retained securely by the School for as long as deemed relevant and necessary for a safeguarding purpose unless the School is required to disclose by law (for example, where the threshold of an allegation is met in respect of the individual in question). In most cases, once a staff member leaves the School, any low-level concerns which are held relating to them:

- will be retained in accordance with the Data Retention Policy and may be held indefinitely;
- will not be included in any onward reference, except as set out below; and
- low-level concerns will be retained on the School's central low-level concerns file (securely and applying appropriate access restrictions) unless and until further guidance provides otherwise.

References

Where a low-level concern (or group of concerns) has met the threshold for referral to the LADO and is found to be substantiated, it will be referred to in a reference.

Low-level concerns (or a group of concerns) which have not met the threshold for referral to the LADO which relate only to safeguarding will not be included in references unless they relate to issues which would normally be included in a reference, for example, misconduct or poor performance.

What is the role of the Governing Body?

The DSL will regularly inform the Governing Body, via the appropriate sub-committee, about the implementation of this Policy and any evidence of its effectiveness, e.g. by including reference to it in any safeguarding reports and providing any relevant data.

The DSL will provide a written summary of the low-level concerns which have been recorded since the last summary was presented. This will include the date, type of concern, follow up and outcome. It will not include staff/student names but it will be clear if more than one concern has been reported about one or more members of staff.

The Governing Body will also review an anonymised sample of low-level concerns at regular intervals, in order to ensure that these concerns have been responded to promptly and appropriately

Annexure 1 Details of individuals in the roles defined within the Low-Level Concerns Policy

Designated Safeguarding Lead (DSL): Ms. Bella Casbarra

Telephone: 07799 032047; Email: bella.casbarra@royalballetschool.org.uk

Assistant Principal for Pastoral & Welfare (Deputy DSL): Mrs. Jill Tait-Harris:

Telephone: 07766 162048; Email: Jill.Tait-Harris@royalballetschool.org.uk

Academic & Pastoral Principal (Deputy DSL): Mr. David Gajadharsingh:

Telephone: 07825 417626; Email: David.Gajadharsingh@royalballetschool.org.uk

Nominated Safeguarding Governor: Annie Davis (annie.davis@royalballetschool.org.uk)

Chair of Governors: Natasha Kaplinsky (natasha.kaplinsky@royalballetschool.org.uk)

Both governors can be contacted via Gill Robertson, Clerk to the Governors:
(gill.robertson@royalballetschool.org.uk)

Allegation

Behaviour which indicates that an adult who works with children has:

- behaved in a way that has harmed a child, or may have harmed a child; and/or
- possibly committed a criminal offence against or related to a child; and/or
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children; and/or
- behaved or may have behaved in a way that indicates they may not be suitable to work with children.

Low-Level Concern

Does not mean that it is insignificant, it means that the adult's behaviour towards a child does not meet the threshold set out above. A low-level concern is any concern – no matter how small, and even if no more than causing a sense of unease or a 'nagging doubt – 'that an adult may have acted in a way that:

- is inconsistent with the School's Staff Code of Conduct, including inappropriate conduct outside of work; and
- does not meet the allegation threshold or is otherwise not serious enough to consider a referral to the LADO – but may merit consulting with and seeking advice from the LADO, and on a no-names basis if necessary.

Appropriate Conduct

Behaviour which is entirely consistent with the School's Staff Code of Conduct, and the law.

Annexure 3 Sharing Low Level Concerns

Share with DSL (or in their absence with APP/APPW) as soon as reasonably practicable and within 24 hours

Where LLC is initially shared with APP/APPW – they must pass on to DSL

DSL should, not necessarily in the below order but in an appropriate sequence, act according to the nature and detail of the particular LLC shared with them:

Speak to the person who raised LLC (unless raised anonymously)

Speak to any potential witnesses (unless advised not to do so by LADO/other relevant external agencies, where contacted)

Speak to the individual about whom the LLC has been raised (unless advised not to do so by LADO/other relevant external agencies, where contacted)

Where they are in any doubt, seek advice from the LADO – on a no-names basis if necessary

Review information and determine whether behaviour:

- is entirely consistent with the School's Staff Code of Conduct and the law
- constitutes a LLC
- is not serious enough to consider a referral to the LADO - but may merit consulting with and seeking advice from the LADO, and on a no-names basis if necessary
- when considered with any other LLCs that have previously been raised about the same individual, could now meet the threshold of an allegation, and should be referred to the LADO/ other relevant external agencies,² or
- in and of itself meets the threshold of an allegation and should be referred to the LADO/ other relevant external agencies³

DSL to make appropriate records of all internal and external conversations, their determination, the rationale for their decision, and details of any action taken, and to retain records in accordance with LLCs policy

DSL to consider whether concern also potentially raises misconduct or capability issues – taking advice from HR/ Director of People & Operations /Legal Counsel on a named or no-names basis where necessary – and, if so, to refer matter to HR/ Director of People & Operations /Legal Counsel