

Work Experience Policy & SOP

Clinical and Operational Placements

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Contents

Work Experience Policy & SOP	1
Clinical and Operational Placements	1
Introduction	3
Policy Statement	3
Purpose	3
Responsibilities	4
Eligibility & Selection	5
Pre-Placement Requirements	5
Induction and Conduct	6
Placement Structure	7
Supervision and Safety	7
Safeguarding and Confidentiality	7
Monitoring and Evaluation	8
Early Termination	8
Record Keeping and Retention	8
Review & Monitoring	8
Equality Impact Assessment	8
Version Control	9
Appendix A: Work Experience Agreement	10
Appendix B: Confidentiality and Consent Form	12
Appendix C: Parent, School, College or Education Provider Agreement	13
Appendix D: Hosting Manager Checklist	14
Appendix E: Work Experience Risk Assessment	17
Appendix F: Restrictions on Hours and Rest Breaks	23
Appendix G: Suggested Placement Activities	24
Appendix H: Daily Diary and Reflection Log	26
Appendix I: Student Project Placement Addendum	29

Introduction

BrisDoc Healthcare Services is committed to supporting the development of the future healthcare workforce and to helping individuals gain an understanding of the world of work.

Work experience placements provide valuable opportunities for young people and adults to gain insight into healthcare and operational careers, develop employability skills and appreciate the values and behaviours that underpin patient care and effective teamwork.

This combined Policy and Standard Operating Procedure (SOP) brings together BrisDoc's previous work experience documents into a single framework. It outlines both the organisation's policy position and the operational steps to be followed when hosting placements in any BrisDoc service, whether clinical or operational. The intention is to ensure a consistent, safe and positive experience for participants, patients, and staff alike.

Policy Statement

BrisDoc is committed to offering work experience opportunities that are inclusive, safe and of educational value. All placements must be planned and supervised in a way that protects patients, learners and staff, and ensures compliance with relevant legislation and in Clinical settings with NHS guidance.

BrisDoc supports work experience as part of its social purpose and workforce development strategy. Placements are intended to offer a learning experience, not employment, and should never replace paid staff.

The following apply:

- All placements must be risk-assessed, age-appropriate and supervised at all times.
- The safety, privacy and dignity of patients must be maintained.
- Participants must not access clinical systems or confidential data.
- Every placement must include an induction and debrief.
- The hosting manager is responsible for ensuring compliance with this policy.

Purpose

The purpose of this document is to set out clear standards for the management of work experience placements within BrisDoc. It aims to ensure that all placements are well planned, appropriately supervised, and contribute positively to both learning and service quality.

Specifically, the policy seeks to:

- Promote healthcare and operational careers within the communities we serve, creating a sustainable workforce for the future.
- Provide participants with structured, meaningful exposure to the workplace.
- Safeguard patients, participants and staff through appropriate checks and risk assessments.
- Ensure that all placements reflect BrisDoc's values and standards of professionalism.

This Policy must be read alongside related policies on Safeguarding, Health and Safety, Equality and Diversity, and Information Governance.

Scope

For the purposes of this Policy and SOP, individuals undertaking a work experience placement are referred to as participants. This term includes school and college students, adult learners, and anyone undertaking a short-term unpaid placement within BrisDoc for the purpose of learning and career insight.

This Policy and SOP apply to all BrisDoc Services offering short-term, unpaid work experience placements. These may include:

- Clinical placements: Observational placements within patient-facing services such as GP practices, out-of-hours clinics or healthcare support settings.
- Operational or administrative placements: Observational or project-based experience in non-patient-facing teams such as HR, finance, governance, or digital services.

Placements are normally for participants aged between 14 and 18 years, although adults seeking career change insight or returning to work may also be considered.

This policy does not apply to formal clinical education placements that form part of an accredited qualification, volunteer roles covered by the Volunteering Policy, or paid employment.

Responsibilities

Hosting Manager

The hosting manager is accountable for the planning, delivery and monitoring of the work experience placement. They are responsible for ensuring that all pre-placement requirements have been met, that the individual is appropriately supervised, and that the experience is meaningful and safe.

They must:

- Review requests for placements within their service.
- Undertake or delegate completion of the workplace risk assessment.
- Ensure the individual receives a local induction and has a named supervisor.
- Confirm to the People Team that all checks and forms are complete before the placement begins.
- Monitor attendance and engagement throughout the placement.
- Collect feedback and provide assurance that the placement has been completed.

Hosting Managers must ensure all requirements are completed using the Hosting Manager Checklist (Appendix D) to confirm compliance with pre-placement, in-placement and post-placement actions.

People Team

The People Team provides policy oversight, templates, and assurance but does not arrange or manage placements.

Its role is to:

- Maintain the approved policy, forms and templates.
- Provide advice and guidance to hosting managers.

- Maintain a central register of all placements for assurance and audit purposes.
- Conduct periodic reviews to ensure compliance with policy standards.

Supervising Clinician or Senior Colleague

The supervisor ensures that the participant's activities remain within approved boundaries and that patient care, safety and confidentiality are upheld.

Supervisors must be present or immediately available throughout the placement.

Safeguarding and Health & Safety Leads

These leads provide expert advice and assurance on safeguarding and workplace risk assessments, particularly where placements involve individuals under 18 or patient-facing activities.

Participant

The individual undertaking work experience is expected to behave professionally, respect confidentiality, follow all instructions and report any concerns to their supervisor.

Eligibility & Selection

Placements are normally available to individuals aged 14 and above.

- Those aged 14–15 may undertake administrative or non-clinical placements only.
- Those aged 16 and above may undertake clinical observational placements under strict supervision.

Applicants may be referred by schools, colleges or may apply directly. All requests must be made using the approved Work Experience Application Form and must include:

- Personal details and emergency contacts.
- Educational or career objectives.
- Parental or guardian consent for under-18s.
- Reference from a teacher or employer.

The hosting manager will decide whether to accept the placement, taking into account service capacity, suitability of the applicant, and patient safety.

The hosting manager must then inform the People Team once the decision has been made.

Pre-Placement Requirements

Before a placement begins, the following must be completed:

Risk Assessment – A work-experience risk assessment must be completed before any placement begins. The Hosting Manager is responsible for obtaining the correct version of the form from the People Team.

- Under-18 participants: use the Young Person Work-Experience Risk Assessment.
- Participants entering clinical environments: use the Clinical Work-Experience Risk Assessment.
- All other participants: use the General Work-Experience Risk Assessment.

- The People Team maintains the current templates on Radar and ensures they reflect up-to-date health-and-safety and infection-prevention guidance.

Health Declaration – to confirm the individual is fit to attend and does not present an infection risk.

Work Experience Agreement - Each participant must sign a Work Experience Agreement confirming the purpose and conditions of their placement (Appendix A – Work Experience Agreement). This document sets out the learning objectives, supervision arrangements, and expected standards of conduct.

Confidentiality and Consent Form - All participants must complete and sign a Confidentiality and Consent Form (Appendix B) before starting their placement. The form confirms understanding of BrisDoc’s confidentiality obligations and includes parental consent for those under 18. Supervisors must not allow a participant to commence without a signed form.

Parent/School Agreement Form - For school or college placements, the Parent/School Agreement Form (Appendix C) must be completed to confirm consent, emergency contact details, and the school’s acknowledgement of its own responsibilities during the placement.

Identity Verification – such as passport, school ID, or birth certificate.

DBS checks are not normally required for short, fully supervised placements. They may be required for longer or repeated placements involving unsupervised access to patients or sensitive data.

The Hosting Manager Checklist (Appendix D) provides a quick reference to ensure all required documents and risk controls have been completed before confirming the placement. The hosting manager must confirm to the People Team that these requirements have been completed before the placement commences.

Induction and Conduct

Every participant must receive an induction on their first day.

The induction should cover:

- Introductions and overview of the service.
- Health and safety, fire evacuation and emergency procedures.
- Infection prevention and control, if relevant.
- Information governance, confidentiality and safeguarding.
- Expected standards of behaviour and dress code.

Participants must be supervised at all times and are expected to:

- Treat patients, colleagues and property with respect.
- Maintain confidentiality.
- Follow all instructions and safety procedures.
- Notify the supervisor if unwell or unable to attend.

Any breach of conduct or confidentiality will result in the immediate termination of the placement.

Placement Structure

Placements normally last up to one week but may be shorter or longer depending on the purpose and service capacity.

Working hours should reflect the nature of the service and must comply with the Working Time Regulations for young people.

Participants must be given appropriate rest and meal breaks.

Clinical Placements

Clinical placements offer an opportunity to observe patient care under supervision.

They must not involve independent clinical work, access to medical records, or unsupervised interaction with patients.

Certain environments are strictly excluded — such as end-of-life care, safeguarding consultations, or child immunisation clinics.

Patient consent must always be sought before a participant is present during consultations or procedures.

Operational / Administrative Placements

Operational placements may include shadowing staff, observing team meetings, and undertaking supervised, age-appropriate administrative tasks.

Participants must not access confidential HR or patient information and must not handle live data systems without supervision.

Supervision and Safety

A named supervisor must be allocated for every placement. The supervisor is responsible for the participant's safety and learning throughout the placement.

The hosting manager must ensure that appropriate infection control and PPE guidance is provided, where relevant, and that participants are never left unsupervised in clinical or confidential environments.

Hosting Managers are responsible for ensuring that all identified risks and control measures documented in the appropriate Work-Experience Risk Assessment form obtained from the People Team are implemented and reviewed before the placement commences.

All incidents, accidents or near misses must be reported in line with BrisDoc's Learning Event Policy.

Safeguarding and Confidentiality

All staff involved in work experience placements must have completed safeguarding training.

Supervisors must ensure that participants know how to raise any concern during their placement.

Under-18s must not work alone or in isolated environments.

Confidentiality is paramount. Participants must sign a confidentiality statement before starting and are reminded that the duty of confidentiality continues after the placement ends.

Any breach will result in immediate termination of the placement and, if appropriate, notification to the school or parent.

Monitoring and Evaluation

The hosting manager should hold brief daily check-ins with the participant and complete a short evaluation at the end of the placement.

The participant should be encouraged to provide feedback to the Host Manager at the end of the placement.

The People Team will maintain a central record of placements and provide periodic summary data to the People Committee for assurance.

Early Termination

A placement may be ended early if the participant breaches confidentiality, behaves inappropriately, becomes unwell, or if operational pressures or safety concerns arise.

Any early termination must be reported to the People Team, who will record the reason on the central register.

Record Keeping and Retention

The People Team will maintain a central register of all placements, recording applicant details, host department, dates, and completion status.

All related documentation will be retained securely for at least 12 months in accordance with BrisDoc's Data Protection and Records Management Policies.

Review & Monitoring

This policy and SOP will be reviewed every three years or sooner if legislation or organisational needs change.

The People Team will monitor compliance through periodic audits and feedback from hosting managers.

Findings will be reported to the People Committee.

Equality Impact Assessment

BrisDoc is committed to promoting equality, diversity and inclusion across all aspects of its work.

In line with the Equality Act 2010 and the Public Sector Equality Duty, this policy has been subject to an Equality Impact Assessment (EQIA).

The purpose of this assessment is to ensure that the policy does not unlawfully discriminate against any protected groups, and that it promotes equal opportunity and fosters good relations among participants, colleagues and the communities we serve.

No adverse equality or quality impacts have been identified.

The policy promotes inclusive access to work experience placements across both clinical and operational environments and supports fair treatment regardless of background, identity or circumstance.

It explicitly requires Hosting Managers to consider individual needs and reasonable adjustments as part of risk assessments and placement planning.

This includes adjusting for participants with disabilities or additional learning needs, ensuring accessibility, and being sensitive to cultural and religious needs.

The policy also promotes BrisDoc’s commitment to social value and widening participation by encouraging placements for individuals from diverse or underrepresented backgrounds.

Implementation of this policy will be monitored by the People Team and reviewed at least every three years to ensure continued equity of access and outcomes.

Version Control

Date	Version	Author	Change Details
Jan 2019	1.0	Workforce Support	Initial CKMP Clinical Work Experience SOP (SOP 55)
October 2021	2.0	Workforce Team	Updated templates and administrative process
06/12/2022	2.1	Mike Duncan Nigel Gazzard	References to People Team replaced HR Department.
09/04/2025	2.2		Extended review by 6 months as agreed by R Hancock. Document review in progress.
29/10/2025	2.3	MD	Document has been checked for compliance and has been reset with a new review date. Legislation/frameworks checked Management of H&S at Work Regs 1999, DPA 2018, Children Act 2004, NHS safer placements guidance
October 2025	3.0	Director of People & OD	Full consolidation of Clinical and Operational Work Experience Policies and SOPs; clarified hosting manager responsibilities; updated safeguarding, equality, and assurance; added appendices and EQIA

Appendix A: Work Experience Agreement

This agreement confirms the arrangements for a short-term work experience placement with BrisDoc Healthcare Services Ltd.

Name of participant		Date of birth	
Placement dates		Location/service	
Hosting manager		Named supervisor	
Emergency contact name and number		School, college, university or education provider, if applicable	

Placement purpose and learning objectives

1. Purpose of the placement

This placement is for observation, learning and supervised work experience only. It is intended to provide insight into healthcare, operational, corporate or administrative work within BrisDoc. The placement does not create an employment relationship, worker relationship, apprenticeship, volunteering arrangement or contract for services. The participant must not be used to replace paid staff, cover vacancies, carry out essential business-as-usual work, or undertake duties that require an employed or contracted member of staff.

2. Supervision

The participant will have a named supervisor throughout the placement. They must follow all reasonable instructions given by their hosting manager, supervisor or other authorised BrisDoc colleague, and must not enter restricted areas, clinical areas, confidential environments or use BrisDoc systems unless expressly approved and supervised.

3. Confidentiality and data protection

The participant may see or hear confidential information during the placement, including information relating to patients, co-owners, staff, suppliers, finance, systems, commercial matters or BrisDoc internal operations. They must not disclose, record, photograph, copy, share or discuss any confidential information during or after the placement except where authorised by BrisDoc.

4. Conduct and behaviour

The participant agrees to attend punctually, notify their supervisor if they are unable to attend, behave professionally and respectfully, follow BrisDoc health and safety, safeguarding, confidentiality and information governance requirements, wear appropriate clothing and identification, and raise any concern with their supervisor, hosting manager or the People Team.

5. Health, safety and wellbeing

The participant must take reasonable care of their own health and safety and follow all safety instructions. They must tell the hosting manager or supervisor about any health condition, disability, learning need or adjustment that may affect their placement, so appropriate support or adjustments can be considered.

6. Systems, data and equipment

The participant must not use BrisDoc systems, laptops, software, AI tools, automation platforms or other digital tools unless expressly authorised. Any equipment issued remains BrisDoc property and must be returned at the end of the placement or earlier if requested.

7. Insurance

BrisDoc insurance applies only to authorised and supervised placement activities. The participant must not undertake activities outside the agreed placement scope.

8. Ending the placement early

BrisDoc may end the placement early if there are conduct, attendance, confidentiality, safety or safeguarding concerns; if the participant acts outside the agreed scope; if adequate supervision cannot be maintained; if operational pressures or safety risks arise; or if the placement is no longer suitable or appropriate.

Declaration

I confirm that I have read and understood this agreement and agree to comply with the conditions of the placement.

Role	Name	Signature	Date
Participant			
Parent/guardian, if under 18			
Hosting manager			
People Team confirmation			

Appendix B: Confidentiality and Consent Form

Name of participant		Placement dates	
Location/service		Hosting manager	
Named supervisor			

1. Confidentiality declaration

I understand that during my placement with BrisDoc Healthcare Services Ltd I may see, hear or become aware of confidential information. This may include information about patients, co-owners and staff, clinical services, finance, suppliers, internal systems, operational processes, business plans, governance matters, complaints, incidents or investigations, and any other confidential or sensitive information.

I agree that I will not disclose, discuss, record, photograph, copy, remove, upload, share or use any confidential information during or after my placement, except where authorised by BrisDoc. I understand that confidentiality continues after my placement has ended.

2. Data protection and information governance

I agree that I will not:	Access patient records, staff records, payroll records or finance systems unless expressly authorised; access any system or document not needed for my placement; use personal devices to store or share BrisDoc information; email BrisDoc information to personal accounts; upload BrisDoc information to any external website, AI tool, automation platform or cloud storage; or photograph, record or share information about patients, staff, co-owners, visitors or BrisDoc premises without authorisation.
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3. Clinical placements

For clinical placements only, I understand that I may only observe patient care where this has been approved and supervised. Patient consent must be obtained before I am present during consultations or procedures. I must leave immediately if requested by a patient, clinician or supervisor. I must not provide clinical advice, undertake clinical tasks, access patient records independently, or have unsupervised contact with patients.

4. Consent

I consent to taking part in the placement and agree to follow BrisDoc requirements. I understand that any breach of confidentiality, data protection, safety or conduct requirements may result in the placement being ended immediately.

Role	Name	Signature	Date
Participant			
Parent/guardian, if under 18			
Supervisor confirmation			

Appendix C: Parent, School, College or Education Provider Agreement

This form must be completed where the participant is under 18 or where the placement is arranged through a school, college, university or other education provider.

Participant name		Date of birth	
Placement dates		Location/Service	
Hosting manager		Named supervisor	
Education provider		Education provider contact name	
Education provider contact email/telephone		Emergency contact name and number	

Participant agreement

The participant agrees to attend punctually, behave professionally and respectfully, follow instructions, maintain confidentiality, comply with BrisDoc health and safety, safeguarding, information governance and conduct requirements, wear appropriate clothing and identification, stay within the agreed placement scope, and raise concerns promptly.

Parent/guardian agreement, if under 18

The parent or guardian agrees to support attendance and engagement, ensure BrisDoc has accurate emergency contact details, notify BrisDoc of relevant health, disability, learning, safeguarding or support needs, and support the participant to understand confidentiality and professional behaviour.

School, college, university or education provider agreement

The education provider confirms that the participant is suitable to undertake the placement, that the placement aligns with learning or career development objectives, and that any known support needs or reasonable adjustments have been communicated to BrisDoc with appropriate consent. Where the placement is a formal course-related placement, this must be confirmed to BrisDoc.

Hosting manager confirmation

The hosting manager confirms that the placement has been agreed and that the required pre-placement documentation, risk assessment and supervision arrangements are in place.

Role	Name	Signature	Date
Participant			
Parent/guardian, if under 18			
Education provider representative			
Hosting manager			

Appendix D: Hosting Manager Checklist

Participant name		Placement dates	
Location/Service		Hosting manager	
Named supervisor			

Before the placement

Done	Requirement	Notes
<input type="checkbox"/>	Application/request received and placement purpose confirmed.	
<input type="checkbox"/>	Placement dates, hours and location confirmed.	
<input type="checkbox"/>	Suitability of placement assessed and capacity to supervise confirmed.	
<input type="checkbox"/>	Named supervisor identified.	
<input type="checkbox"/>	Education provider details received, where applicable.	
<input type="checkbox"/>	Parent/guardian consent received, where applicable.	
<input type="checkbox"/>	Support needs or reasonable adjustments identified.	
<input type="checkbox"/>	Placement confirmed as work experience, not employment.	
<input type="checkbox"/>	Placement is not being used to replace paid staff or provide unsupervised work.	
<input type="checkbox"/>	People Team advice sought where the placement is longer, project-based, paid, or potentially work-like in nature.	
<input type="checkbox"/>	Student Project Placement Addendum completed, where required.	
<input type="checkbox"/>	Relevant risk assessment completed.	
<input type="checkbox"/>	Health declaration completed.	
<input type="checkbox"/>	Infection risk considered, where relevant.	
<input type="checkbox"/>	Safeguarding, lone working, remote working and DSE considerations reviewed where relevant.	
<input type="checkbox"/>	Work Experience Agreement completed.	
<input type="checkbox"/>	Confidentiality and Consent Form completed.	

Done	Requirement	Notes
<input type="checkbox"/>	Parent/School/College/Education Provider Agreement completed, where applicable.	
<input type="checkbox"/>	Identity verification completed.	
<input type="checkbox"/>	Reference or education provider confirmation received, where required.	
<input type="checkbox"/>	DBS requirement considered.	
<input type="checkbox"/>	People Team notified and placement logged.	
<input type="checkbox"/>	System and data access reviewed and approved where required.	
<input type="checkbox"/>	Digital/Information Governance approval obtained where required.	
<input type="checkbox"/>	First day induction arranged.	

During the placement

Done	Requirement	Notes
<input type="checkbox"/>	Participant supervised at all times.	
<input type="checkbox"/>	Daily check-ins completed.	
<input type="checkbox"/>	Concerns addressed promptly.	
<input type="checkbox"/>	Incidents, accidents or near misses reported.	
<input type="checkbox"/>	Changes to placement scope reviewed.	
<input type="checkbox"/>	Confidentiality, safeguarding or conduct concerns escalated.	
<input type="checkbox"/>	Participant given opportunities to ask questions and reflect on learning.	

After the placement

Done	Requirement	Notes
<input type="checkbox"/>	Participant feedback received.	

Done	Requirement	Notes
<input type="checkbox"/>	Supervisor/hosting manager feedback completed.	
<input type="checkbox"/>	Daily diary/reflection log reviewed, where used.	
<input type="checkbox"/>	Placement completion confirmed to People Team.	
<input type="checkbox"/>	Issues or lessons learned recorded.	
<input type="checkbox"/>	Equipment, ID badge or access returned/removed.	
<input type="checkbox"/>	Records retained securely.	

Hosting manager declaration

I confirm that the above requirements have been completed and that the placement has been managed in line with the Work Experience Policy & SOP.

Role	Name	Signature	Date
Hosting manager			
People Team confirmation			

Appendix E: Work Experience Risk Assessment

This risk assessment must be completed before the placement begins. It should be proportionate to the nature of the placement, the participant's age and experience, the work environment, and the activities involved.

Participant name		Date of birth	
Placement dates		Location/service	
Hosting manager		Named supervisor	
Education provider, if applicable		Specific disability, health condition, learning need or adjustment required	

Placement type

<input type="checkbox"/> Clinical observational	<input type="checkbox"/> Operational/administrative
<input type="checkbox"/> Corporate services	<input type="checkbox"/> Digital/finance/governance
<input type="checkbox"/> Project-based	<input type="checkbox"/> Other

Risk scoring

Score	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost certain
Impact	No harm or negligible impact	Minor harm, stress or disruption	Moderate harm, stress, data or service impact	Serious harm, significant stress, data or service impact	Severe harm, safeguarding risk, serious data breach or major service impact
Risk level	1–4 Low	5–9 Moderate	10–16 High	17–25 Extreme	High or extreme risks must be reduced before the placement begins.

1. General workplace environment

Hazards to consider	Slips, trips and falls; unfamiliar environment; fire or emergency evacuation; access to restricted areas;
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	lone working; personal security; travel between sites; violence and aggression.
Existing controls	Local induction; supervision at all times; fire procedures explained; restricted areas identified; ID badge issued; emergency contact details held; participant instructed to report concerns immediately.
Likelihood	
Impact	
Risk score	
Additional actions required	
Action owner and completion date	

2. Clinical environment, where applicable

Hazards to consider	Exposure to infection; distressing clinical situations; patient privacy and dignity; safeguarding situations; urgent care activity; sensitive consultations; contact with children or vulnerable adults; misunderstanding of participant role.
Existing controls	Clinical observation only; patient consent sought; participant introduced as work experience participant; no independent clinical activity; no access to patient records; no unsupervised patient contact; excluded environments identified; supervisor present or immediately available.
Likelihood	
Impact	
Risk score	
Additional actions required	
Action owner and completion date	

3. Operational, administrative or corporate environment

Hazards to consider	Access to confidential documents; access to staff, finance, supplier or commercial information; use of office equipment; confidential meetings;
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	misunderstanding of role or authority; extended screen use; workstation suitability.
Existing controls	Confidentiality agreement signed; access limited; confidential documents secured; meetings screened for suitability; participant does not make decisions or represent BrisDoc; DSE/workstation needs reviewed; regular breaks provided.
Likelihood	
Impact	
Risk score	
Additional actions required	
Action owner and completion date	

4. Systems, data and information governance

Hazards to consider	Inappropriate system access; access to patient, staff, payroll, supplier or finance data; personal devices; accidental disclosure; AI tools or external platforms; data copied, downloaded or uploaded; lack of audit trail.
Existing controls	No system access unless approved; no live data unless approved; dummy, anonymised or sandbox data used where possible; personal devices not used for BrisDoc data; AI tools not used unless approved; Digital/Information Governance advice sought where required; outputs reviewed before sharing.
Likelihood	
Impact	
Risk score	
Additional actions required	
Action owner and completion date	

5. Project-based activity, where applicable

Hazards to consider	Project scope becomes operational work; participant used to replace paid staff; deliverables relied on without review; financial, data,
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	operational or reputational risk; unclear ownership of outputs; insufficient supervision; pay or employment status risk.
Existing controls	Project brief agreed; educational purpose confirmed; outputs treated as recommendations, learning or proof of concept; no live implementation without separate approval; supervision and review points agreed; People Team advice sought on paid/unpaid status; Student Project Placement Addendum completed where required.
Likelihood	
Impact	
Risk score	
Additional actions required	
Action owner and completion date	

6. Age, maturity, wellbeing and safeguarding

Hazards to consider	Participant under 18; lack of workplace experience; fatigue; anxiety or distress; safeguarding concerns; isolated working; inappropriate contact or communication; unclear route for raising concerns.
Existing controls	Parent/guardian consent obtained where required; education provider contact recorded; participant not left alone in isolated environments; regular check-ins; working hours and breaks appropriate; named supervisor; safeguarding route explained; concerns escalated promptly.
Likelihood	
Impact	
Risk score	
Additional actions required	
Action owner and completion date	

7. Health, disability and reasonable adjustments

Hazards to consider	Health condition affected by placement; disability-related barriers; infection risk; medication or emergency needs; fatigue; accessibility; pregnancy or other health-related considerations.
Existing controls	Health declaration completed; reasonable adjustments considered; occupational health or specialist advice sought where required; emergency contact details held; placement activities adjusted if needed; supervisor aware of agreed support needs.
Likelihood	
Impact	
Risk score	
Additional actions required	
Action owner and completion date	

8. Remote or hybrid working, where applicable

Hazards to consider	Reduced supervision; confidentiality at home; personal equipment; data security; communication gaps; wellbeing and isolation; inappropriate access to systems.
Existing controls	Remote working only where approved; clear check-in arrangements; no confidential calls or documents unless suitable environment confirmed; BrisDoc-approved equipment and systems used where required; data access limited; supervisor contact available.
Likelihood	
Impact	
Risk score	
Additional actions required	
Action owner and completion date	

Overall risk rating

Overall likelihood		Overall impact	
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Overall risk score		Overall risk level	
Can the placement proceed? Yes / Yes subject to actions / No		Required actions before placement begins	

Role	Name	Signature	Date
Hosting manager			
Participant			
Parent/guardian, if under 18			
People Team confirmation			

Appendix F: Restrictions on Hours and Rest Breaks

This appendix applies particularly to participants under 18. Hosting managers must ensure that working arrangements are suitable for the participant's age, placement purpose, supervision needs and wellbeing.

Participant group	Placement limits	Breaks and hours	Supervision and notes
Aged 14–15	Administrative or non-clinical placements only. No clinical area access.	The day should be paced appropriately. Suitable rest breaks must be provided and hours must not conflict with school requirements.	Must not be left unsupervised. Activities must be suitable for age, maturity and experience.
Aged 16–17	May undertake clinical observational placements under strict supervision, subject to risk assessment and suitability.	Must not normally work more than 8 hours per day or 40 hours per week. Where daily working time is more than 4.5 hours, a rest break of at least 30 minutes should be provided.	Must not be left unsupervised or undertake activities that expose them to avoidable risk.
Adult participants	Placement hours and location must be agreed before the placement begins.	Hours should be reasonable, proportionate and consistent with the educational purpose of the placement.	Supervision must remain suitable for the placement scope and risk.
Evenings, weekends or unsocial hours	Should only be agreed where there is a clear educational purpose.	Under-18 participants should not normally be placed in night work or unsocial hours environments.	A specific risk assessment and suitable supervision are required.
Travel between sites	Travel must be considered in the risk assessment.	Under-18 participants should not be expected to travel between sites during the placement day unless agreed in advance with the parent/guardian and education provider, where applicable.	The participant must know who they are reporting to throughout the day.

Appendix G: Suggested Placement Activities

The purpose of work experience is to provide structured, meaningful exposure to the workplace. Activities must be age-appropriate, supervised, safe and linked to learning objectives. Participants must not be used to replace paid staff or carry out essential operational work.

Placement setting	Suitable activities	Activities that are not permitted
Clinical observational	Observing consultations with patient consent; observing reception or patient flow arrangements; shadowing clinical or operational colleagues; learning about different service roles; observing suitable team briefings; discussing career pathways; reflecting in a daily diary.	Providing clinical advice; carrying out clinical procedures; independent access to patient records; unsupervised patient contact; observing where the patient does not consent; sensitive consultations; safeguarding situations; end-of-life care; child immunisation clinics; appointments involving people known to the participant.
Operational and administrative	Shadowing reception, administration or operational teams; observing suitable team meetings; learning how services are coordinated; observing call handling or triage support processes where approved; supervised administrative tasks using non-confidential information; reviewing public information about healthcare careers.	Accessing confidential HR, patient, finance or operational information; using live systems without approval and supervision; making decisions for BrisDoc; contacting patients, suppliers or external partners without approval; handling complaints, incidents or sensitive correspondence.
Corporate services	Shadowing People, Finance, Governance, Digital, Transformation or Communications colleagues; observing how corporate services support patient care; learning about processes, systems and governance; supervised research using public or approved internal information; creating a short learning presentation.	Accessing staff records, payroll records or confidential finance information; attending confidential employee relations, patient safety, governance, commercial or legal meetings unless specifically approved; using BrisDoc information in external tools without approval.
Finance, digital, transformation or AI-related	Observing finance, digital or transformation work; learning about process improvement and governance; mapping current-state processes using approved information; researching good practice using public sources; working with dummy, anonymised or sandbox data; producing a learning	Connecting prototypes to live systems without separate approval; using live finance, payroll, patient, staff or supplier data unless authorised; uploading BrisDoc data into AI tools or external platforms without Digital/Information Governance approval; implementing automation into live practice; using outputs operationally without review and approval.

	report, presentation or proof of concept.	
Excluded activities	Not applicable.	Unsupervised patient contact; expected deaths; safeguarding consultations; child immunisation clinics; unsuitable vulnerable adult situations; violence and aggression risks that cannot be controlled; confidential employee relations matters; payroll or staff records; lone working; live system changes; operational decision-making.

Appendix H: Daily Diary and Reflection Log

Participant name		Placement dates	
Location/service		Hosting manager	
Named supervisor			

Purpose of the diary

This diary helps the participant reflect on what they have learned during the placement. It must not include confidential information, patient details, staff names, personal data or sensitive business information. Learning should be described in general terms.

Example: “I observed how the reception team manages patient enquiries.” Do not include patient names, staff issues, clinical details, complaints, incidents, financial information, system screenshots or anything confidential.

Day 1

Date	
Hours attended	
Who I shadowed or observed	
What I learned	
What surprised me	
Questions I have	
Any concerns or support needed	
Supervisor check-in completed / initials	

Day 2

Date	
Hours attended	
Who I shadowed or observed	
What I learned	
What surprised me	
Questions I have	
Any concerns or support needed	
Supervisor check-in completed / initials	

Day 3

Date	
Hours attended	
Who I shadowed or observed	
What I learned	
What surprised me	
Questions I have	
Any concerns or support needed	
Supervisor check-in completed / initials	

Day 4

Date	
Hours attended	
Who I shadowed or observed	
What I learned	
What surprised me	
Questions I have	
Any concerns or support needed	
Supervisor check-in completed / initials	

Day 5

Date	
Hours attended	
Who I shadowed or observed	
What I learned	
What surprised me	
Questions I have	
Any concerns or support needed	

Supervisor check-in completed / initials	
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For longer placements

Week number	
Main activities this week	
What I learned	
Skills I developed	
Any challenges	
Support received	
Questions for next week / supervisor comments	

End of placement reflection

What did I learn about BrisDoc?			
What did I learn about healthcare, operational or corporate work?			
What skills did I use or develop?			
What did I enjoy most?			
What did I find challenging?			
Has this placement influenced my career or study plans?			
Is there anything BrisDoc could improve for future placements?			
Supervisor comments			
Role	Name	Signature	Date
Participant			
Supervisor			

Appendix I: Student Project Placement Addendum

This addendum must be used where a placement goes beyond standard short-term observation or shadowing and involves a defined project, proof of concept, research activity, service improvement activity, process review, AI or automation work, or other work-based learning activity.

1. Purpose of this addendum

The purpose of this addendum is to ensure that student project placements are safe, lawful, educationally valuable, appropriately supervised and clear in scope. It applies where the placement may involve project outputs, longer duration, system or data access, digital tools, AI, automation, finance processes, transformation activity, governance activity or other work that could create operational, legal, financial, information governance or employment status risk.

2. Scope

This addendum applies to student project placements within BrisDoc, whether unpaid under a valid student placement or work experience exemption; paid as a student placement; paid as an internship; or arranged as a short fixed-term worker or employment arrangement. It does not replace the need for a contract, worker agreement or employment agreement where the placement is paid or where employment status requires it.

3. Placement status and pay

Before confirming a project placement, the hosting manager must establish whether the placement can properly be unpaid. A placement may normally be unpaid where it is a formal student placement that forms part of a UK further or higher education course, is required as part of that course, is completed before the course ends, and lasts no more than one year. Where those conditions are not met, or where the student is expected to carry out useful work for BrisDoc rather than mainly observe, learn and develop skills, the individual may be classed as a worker and may be entitled to at least the National Minimum Wage or National Living Wage. Where payment is required, the arrangement should normally be treated as a paid student placement, internship or short fixed-term worker arrangement rather than unpaid work experience. The correct contractual route must be agreed with the People Team before the placement is confirmed.

4. Confirmation required before approval

Before the placement is approved, the hosting manager must confirm and record the education provider, whether the placement is required as part of the course, the course title and level, expected duration, proposed working pattern, whether it is unpaid or paid, the rationale for the pay decision, named BrisDoc supervisor and hosting manager, placement objectives and outputs, system/data/software access, additional approvals and the contractual route where the placement is paid.

5. Educational purpose and boundaries

The placement must have a clear educational purpose. It must not be used to replace paid staff, cover vacancies, provide routine business-as-usual capacity or deliver essential operational work that would otherwise need to be carried out by an employee, contractor or supplier. Project outputs should normally be treated as learning, analysis, recommendation or prototype work and must not be implemented into live operational practice without separate review and approval.

6. Project brief

A written project brief must be agreed before the placement begins. It should cover purpose, background, learning objectives, scope, exclusions, deliverables, supervision, stakeholders, timeline, review points, data and system access, confidentiality and information governance controls, software or equipment requirements, final output and approval route for any future implementation.

7. Supervision and support

Each student must have a named hosting manager and a named supervisor. The support model must reflect the nature and risk of the placement and may include scheduled check-ins, subject matter expert input, midpoint review, review of outputs before sharing and oversight from Digital, Information Governance, Finance, Transformation, Governance or People colleagues where relevant.

8. Data protection, confidentiality and information governance

Access must be limited to the minimum necessary for the agreed educational purpose. Wherever possible, placements should use anonymised, pseudonymised, dummy, sample or sandbox data rather than live data. Students must not access patient records, staff records, payroll information, commercially sensitive information or live operational systems unless this has been specifically assessed, justified, approved and supervised. BrisDoc data must not be uploaded into any AI tool, automation platform or external system unless explicitly approved through Digital and Information Governance.

9. AI, automation and digital projects

AI, agentic AI, automation, workflow, data analytics or prototype development must be treated as a controlled proof of concept unless separately approved for operational use. The purpose and limits must be clearly defined, outputs must be subject to human review, approved tools and data must be used, no automation may connect to live systems or make live changes without separate approval, and auditability, control points and error risks must be considered.

10. Hours, location and expenses

Hours, location and working pattern must be agreed before the placement starts. Where homeworking is agreed, confidentiality, supervision, communication and data security arrangements must be suitable. Expenses, travel reimbursement, equipment or software costs must be agreed in advance. Expenses must not be used as a substitute for wages where the student should properly be paid.

11. Health, safety and wellbeing

A placement risk assessment must be completed before the placement begins. It must consider placement location, working pattern, breaks, lone working, remote working, DSE, supervision, age and experience, disability, health condition, learning need, reasonable adjustments and project-specific risks. The student must receive a suitable induction.

12. Conduct and professionalism

The student is expected to behave professionally, follow reasonable instructions, maintain confidentiality, respect colleagues and BrisDoc property, and work within the agreed scope. The student must not represent themselves as a BrisDoc employee unless they are employed under a formal contract, make decisions on behalf of BrisDoc, contact external parties without approval, or share BrisDoc information externally unless authorised.

13. Review and completion

Regular check-ins should take place. For placements longer than two weeks, a midpoint review should confirm whether the placement remains on track, whether scope and supervision remain appropriate, whether risks have changed and whether the paid/unpaid basis remains appropriate. At the end of the placement, the student should provide the agreed output and the hosting manager should confirm completion to the People Team.

14. Early termination

BrisDoc may end the placement early where it is no longer safe or suitable, adequate supervision cannot be provided, the student breaches confidentiality, conduct or safety expectations, the placement moves beyond scope, employment status, pay, data protection or information governance concerns arise, or the education provider withdraws support.

15. Required documentation

Before the placement starts, the Work Experience Agreement, Confidentiality and Consent Form, relevant risk assessment, project placement brief, education provider confirmation where applicable, pay/status assessment, system and data access approvals where applicable, Digital/Information Governance approval where applicable, hosting manager checklist and contractual documentation where paid must be completed and retained.

16. Approval

The placement must be approved by the hosting manager and logged with the People Team before it begins. Additional approval is required where the placement involves finance systems, AI, automation, confidential data, staff data, patient-related data, payroll information, supplier information, commercially sensitive information, live systems or operational implementation. Where the placement is paid, approval must include contractual route, budget holder approval, rate of pay, working hours, right to work requirements, payroll arrangements and employment status assessment.

Pay source note

The current statutory rates should be checked before any paid placement is confirmed. At the time this appendix was prepared, the National Minimum Wage/National Living Wage rates from 1 April 2026 were £12.71 for workers aged 21 and over, £10.85 for 18–20-year-olds, £8.00 for under 18s and £8.00 for apprentices where the apprentice rate lawfully applies. Source: GOV.UK, National Minimum Wage and National Living Wage rates. ACAS guidance confirms that work experience is normally payable unless it is a qualifying student placement forming part of a UK further or higher education course.

Student project placement approval checklist

Placement title	
Student name	
Education provider	
Course title	
Is the placement required as part of the course?	
Placement dates	

Expected hours/pattern	
Location	
Paid or unpaid	
Rationale for pay decision	
Hosting manager	
Day-to-day supervisor	
Education provider contact	
Project summary	
Expected outputs	
Systems access required?	
Data access required?	
AI/digital tools involved?	
Digital approval required/completed?	
Information Governance approval required/completed?	
Risk assessment completed?	
Confidentiality form completed?	
Work Experience Agreement completed?	
People Team notified and placement logged?	
Contractual/payroll route confirmed, if paid?	

Role	Name	Signature	Date
Hosting manager			
People Team confirmation			
Budget holder, if paid			
Digital/Information Governance approval, if required			