

## SAFER RECRUITMENT AND SELECTION POLICY

# POLICY

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## Policy Control/Monitoring

<b>Version:</b>	6.0
<b>Approved by: (Name/Position in Organisation)</b>	<b>Tara Allen Director of Support Services and Business Transformation</b>
<b>Date:</b>	
<b>Accountability: (Name/Position in Organisation)</b>	Lindsay Murray HR Manager
<b>Author of policy: (Name/Position in organisation)</b>	Lindsay Murray HR Manager
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<b>Associated Policies: (insert hyperlinks)</b>	
<b>Associated National Guidance</b>	
<b>Document status</b>	This document is controlled electronically and shall be deemed an uncontrolled document if printed. The document can only be classed as 'Live' on the date of print.

## Equality Impact Assessment

This document forms part of Percy Hedley's commitment to create a positive culture of respect for all staff and service users. The intention is to identify, remove or minimise discriminatory practice in relation to the protected characteristics (race, disability, gender, sexual orientation, age, religious or other belief, marriage and civil partnership, gender reassignment and pregnancy and maternity), as well as to promote positive practice and value the diversity of all individuals and communities. As part of its development this document and its impact on equality has been analysed and no detriment identified.

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## Version Control Tracker

Version Number	Date	Author/ Title	Status	Comment/Reason for Issue/Approving Body
V0.1	July 2013	Lindsay Murray HR Manager	Approved/archived	Business requirement
V0.2	unknown	Lindsay Murray HR Manager	Approved/archived	Business requirement
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## Roles & Responsibilities

The following roles will have specific areas of responsibility for this policy:-  
**(add/delete as appropriate)**

Role	Responsibility
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<b>Director of Support Services and Business Transformation</b>	Final approval of any changes to this policy.
<b>Head of Human Resources</b>	To ensure that this policy is kept up to date in accordance with current regulations, legislation and guidance.
<b>Head of Service/Head of department</b>	To ensure the appropriate the deployment of this policy.

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## Abbreviations

ISA:	Independent Safeguarding Authority
DBS:	Disclosure and Barring Service
DCSF:	Department for Children, Schools and Families
NPQH:	National Professional Qualification for Headship
QTS:	Qualified Teacher Status
GTC:	General Teaching Council

## 1. Introduction

This policy and procedure has been produced in line with the 'Keeping Children Safe in Education' (*and 'Safeguarding Vulnerable Adults'*) documentation and should be read in conjunction with the guidance given in these documents. The policy aims to ensure that safe and fair recruitment and selection is conducted at all times. Making safeguarding and promoting the welfare of children and vulnerable adults an integral factor in recruitment and selection is an essential part of creating safe environments for The Percy Hedley Foundation service users.

## 2. Scope

The policy applies to the recruitment and selection of all levels and grades of staff across The Percy Hedley Foundation.

## 3. Policy/Purpose

The purpose of the policy is to ensure the recruitment of both permanent and temporary (including voluntary) staff is conducted in a fair, effective and economic manner.

To achieve this purpose, those responsible for each stage of the recruitment process will demonstrate a professional approach by dealing honestly, efficiently and fairly with all internal and external applicants.

NB: In line with DfE guidance the paragraph below should be included in all advertisements, recruitment websites, candidate information packs, person specifications, job descriptions, induction training materials:-

'The Percy Hedley Foundation is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share in this commitment. The successful applicant will be required to undertake an Enhanced Disclosure via the DBS'

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## 4. Principles

The following principles are encompassed into this policy:

- To ensure that the safeguarding and welfare of children, young people and vulnerable adults occurs at each stage of the process
- All applicants receive fair treatment and a high quality service
- The job description and person specification are essential tools and will be used throughout the process
- Employees will be recruited on the knowledge, experience and skills needed for the job
- Selection will be carried out by a panel with at least two members. At least one panel member will have undertaken Safer Recruitment Training Workshop arranged through the Foundation.
- Selection should be based on a minimum of a completed application form, short-listing and interview
- Regular monitoring and evaluation of the recruitment process shall be carried out to assess its effectiveness and the impact on recruitment and retention, equality and diversity.

## 5. Safer Recruitment Training

The training provides valuable information on a safer culture for the Foundation and advice and guidance to strengthen safeguards against employing unsuitable people within the Foundation. The training will help the Foundation demonstrate that there are effective recruitment and selection processes in place. It is a requirement that at least one member of the interview panel has completed this training successfully prior to the start of the recruitment process.

The Percy Hedley Foundation undertakes regular training of its managers and employees on safeguarding. This includes safer recruitment for all employees involved with the recruitment and selection of Foundation employees.

## 6. Recruitment Process

Adopting a structured recruitment process will:

- Minimise the risk of appointing someone unsuitable
- Ensure the capabilities and conduct of new staff
- Enable the Foundation to 'track' the process and ensure all relevant steps are taken

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- Ensure written records of procedures are available for future reference if required

## 6.1 Defining the Need to Recruit

When a new position is planned it should be discussed with the Chief Executive or relevant Director as appropriate. Once the position has been agreed an 'Authorisation to Recruit' {Form 1} must be completed by the Head of Service and forwarded to HR. When the position is a like for like replacement the Head of Service must complete an 'Authorisation to Recruit' {Form 1} and forward to HR.

Following receipt of the completed Form 1 a member of HR will obtain 'sign off' from the Foundation Executive Group. Once agreed the position will be advertised using The Percy Hedley Foundation website recruitment system and appropriate online job boards and social media.

Where a number of positions are required through one advert E.g. Four Support Workers then this number must be reflected and incorporated in the 'Authorisation to Recruit' Form

When an employee leaves it is important to spend some time reviewing the post and considering whether there is really a need for a replacement of 'like for like' or whether other alternatives could be available. Therefore when a vacancy occurs consideration should be given to the following key questions:

- What is the purpose of the post?
- Is the post still required?
- Has the job remained the same or have changing work patterns, organisation or technology resulted in changes to the role?
- Could the tasks be carried out differently e.g., could any additional duties, responsibilities or hours be advertised internally to offer advancement or increased hours offered to existing staff
- Is job-sharing appropriate?
- Will any review of the role affect the salary?
- Has agreement been gained from the relevant Director that the necessary resource is available for the post?
- Should the new post be permanent or temporary?

## 6.2 Job Description and Person Specification

If, having considered the factors in 6.1, the decision is to recruit, the next step is to write a job description and person specification if it is a new role, or review the existing job description and person specification if it is an existing role to ensure that

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they are up to date. Where a new post is being created the Head of Department is responsible for drafting the Job Description and Person Specification. A template and samples can be provided by the HR Team for reference upon request.

## Job Description

The job description is a list of the responsibilities and tasks to be undertaken by the post holder. It is an effective way of communicating expectations about standards to employees and management to help ensure effective performance in the job. The document also assists in writing the person specification.

For safeguarding purposes, in addition to the list of the responsibilities and tasks to be undertaken, the job description should include the post holder's responsibility for promoting and safeguarding the welfare of children, young persons and vulnerable adults he/she is responsible for, or comes into contact with.

For an example job description template see Appendix 2.

## Person Specification

The person specification is essential to the recruitment process as it defines the type of person being sought. It describes the essential and desirable skills, knowledge, qualifications, specific conditions and competences required to undertake the duties of the job description and should state how these will be tested and assessed during the selection process. It must also make reference to the person's responsibility for the safeguarding and welfare of children, young people and vulnerable adults.

A badly defined person specification risks the recruitment of someone unsuitable for the post which can be expensive in terms of management time and money, and may not meet the commitment to safeguarding children, young people and vulnerable adults.

The person specification will be used to:

- Inform the advertisement;
- Assess applications to shortlist for interview
- Plan interview questions
- Assess applicants and make the final selection

For an example person specification template please see Appendix 3.

## 6.4 Advertising the Vacancy

The Head of Department, with a member of the HR department should draft an advert and agree a timescale of the recruitment process.

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All advertisements will contain the statement on the safeguarding and welfare of children, young people and vulnerable adults (Section 3).

The main aim of this stage is to attract suitable applicants in the most cost effective way. To help decide on the most effective recruitment method, consideration will need to be given to the nature of the post, the circumstances of the Foundation at the time, the type of person required, and budgetary implications.

A succinct summary should be used for an advertisement. The advertisement should reflect the vision and values of the Foundation and the kind of applicants the Foundation wishes to attract.

Consideration should be given to the time of year when advertising. Where possible advertising near the school holidays should be avoided because it may ultimately affect the response received because people will be away on holiday and may not see the advert and this may result in the Foundation losing a potentially suitable applicant.

Whenever possible all people on the Appointment Panel will agree dates for short listing and interviews before advertising the post; and the date for interviews should be incorporated into the advertisement.

Consideration should also be given at this stage to whether or not applicants can visit the Foundation and whether this is to be offered to applicants prior to making their application or to short-listed candidates only (see Section 10). If applicants are able to visit the Foundation prior to making an application this should be mentioned in the advert together with details of how applicants can arrange a visit.

## **6.5 Online Candidate Portal**

Through the PHF website, Candidates will be directed to an online recruitment system where they will complete the online application form. Once completed this will appear in the recruiting manager portal where they will be able to view the applications.

The HR team will provide manager and administrator will guidance documents and coaching on the use of the online portal system.

## **7. The Selection Process**

### **7.1 Short-listing Applications**

All applications will be treated confidentially and should only be accessible to those individuals involved in the recruitment process e.g., appointment panel via the candidate portal.

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The appointment panel should meet to go through the applications which have been received in response to the advertisement, and select candidates who most closely meet the selection criteria set out in the person specification and invite them to the interview stage of the selection process. Only information provided in the application form and any supporting statement should be used for selecting applicants. Prior knowledge of applicants should not be a factor in the selection process.

Where a candidate is known personally to a member of the selection panel it should be declared before short-listing takes place. It may then be necessary to change the selection panel to ensure that there is no conflict of interest and that equal opportunities principles are adhered to.

During the short-listing process, the appointment panel will check to ensure that the application forms are fully completed, and that the information provided is consistent, does not contain any discrepancies and to identify any gaps in employment. Incomplete applications should not be accepted. Any anomalies, discrepancies or gaps in employment should be noted so that they can be taken up at the interview stage if the applicant is short-listed. In addition, the reasons for a history of repeated changes of employment without any clear career or salary progression, or a mid career move from a permanent post to supply teaching or temporary work, should also need to be explored and verified.

Where there is disagreement on the suitability of a candidate, this should be openly discussed and consensus reached if possible. If not, there may have to be a vote by the appointment panel members.

A short-listing form should be used to score the applications and record decisions (Appendix 4). Applicants should be compared with consistency against the person specification criteria which can be evidenced from their application. Reasons for not short-listing an applicant should be recorded and retained for six months to demonstrate where criteria were not met and that discrimination did not take place. Whenever possible, one consolidated and agreed record of the panel's reasons for selecting or rejecting applicants will be kept on file.

In cases where there is an overwhelming response to the advertisement, under no circumstances should the closing date for applications be brought forward.

## 7.2 Interviews

The candidates short-listed for interview will be sent confirmation by email through the online candidate portal by either the administrator or manager responsible for recruitment within the particular area of the Foundation giving adequate notice of the date of interview. It is recommended that at least 7 calendar days' notice is given. The email should include:

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Date, time and place of the interview

Format of the interview and whether any tests/presentations will be involved and what equipment will be made available for the tests/presentations

Documents that candidates should bring with them e.g., proof of qualifications, identification

The appointment panel will meet prior to the interview to agree:

Who will chair the interview?

What questions will be asked, in what order and by whom. Questions should clearly relate to criteria in the person specification. The panel should also agree the areas which need to be explored with each applicant based on the information provided in his/her application and references (if available).

Which other selection technique(s) will be used to assess experience and competencies identified e.g., presentation, test.

The timeframe for making a decision

The arrangements for notifying the candidates of the outcome of the interview

Who will offer feedback if a candidate so requests and how it will be given.

On the day of the interview it is recommended that the appointment panel should meet well in advance of the first interview to finalise the arrangements for interviews; in addition to the above this may also include:-

Layout of the room

Arrangements for escorting applicants to and from the interview room applicants should always be met and returned escorted to the reception area.

Ensuring arrangements are in place if the applicant is to undertake a presentation/test e.g., appropriate equipment is available and set-up appropriately.

Ensuring arrangements are in place for any documents (Identification, qualifications etc.) to be checked and photocopied

At the interview the chair of the panel will:-

Welcome the applicant and introduce the panel

Explain the format of the interview and its duration.

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Give a brief outline of the Foundation and the job role

Following this the panel will put their questions to the applicant. It is advisable to start off with an open and easy question that will get the candidate to relax e.g., to tell you in general about their career so far. See Appendix 3 for the type of questions recommended at interviews.

During the interview, in addition to assessing and evaluating the applicant's suitability for the post, the appointment panel should also explore:

The candidate's attitude toward children and disabled people

His/her motivation to work with children and disabled people

His/her ability to form and maintain appropriate relationships and personal boundaries with children and disabled people

Emotional resilience in working with challenging behaviours and attitudes to the use of authority and maintaining discipline

His/her ability to support the Foundation's agenda for safeguarding and promoting the welfare of children and vulnerable adults

Gaps in the candidate's employment history with a view to gaining a complete picture of the candidate's past. Reasons for gaps in employment will be recorded in the recruitment records.

Concerns or discrepancies arising from the information provided by the candidate and/or a referee

If they wish to declare anything in the light of the requirement for a DBS disclosure

If, for whatever reason, references are not obtained before the interview, candidates should also be asked at interview if there is anything he/she wishes to declare or discuss in light of questions that have been (or will be) put to his or her referees. It is vital that the references are obtained and scrutinised before a person's appointment is confirmed and before he/she starts work.

Panel members must take notes to assist in making evidenced judgments, assist with feedback and in the case of challenge by an applicant. Under data protection provisions applicants are able to request copies of the notes relating to themselves. Copies of all applications and any notes relating to short-listing and interview decisions must be retained for at least 12 months. If a legal challenge is made, these documents must not be destroyed until the matter is resolved.

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At the end of the interview the panel will:

Give applicants the opportunity to ask any questions they may have

Explain what will happen next including the timing of the decision or next stage

Thank candidates for attending the interview

When all applicants have been interviewed, the panel will discuss each applicant in relation to the person specification, the application form, and the interview performance. The panel will be as objective and fair as possible in order to select the best candidate for the job. It is vital to use a consistent scoring system to measure the standard of answers given against each question and any presentation or test that forms part of the selection process. Weighting may be used to acknowledge the importance of certain questions. See Appendix 5 for a recommended Interview Panel Decision template to score the answers.

### **7.3 Conditional Offer of Appointment - Pre-Appointment Checks**

It is important to exercise care on any terms and conditions which may be negotiated and agreed upon when making the verbal offer as these will need to be realised and confirmed in the written offer. This may include pay, working pattern etc.

Any offer of appointment to the successful candidate should be conditional upon:

Receipt of at least two satisfactory professional references (if these have not already been received) – See Section 9. The HR Assistant or administrator responsible for recruitment within the particular area of the Foundation will phone the successful applicant's referees to verify each reference and check the reasons employment ended

Verification of the candidate's identity (if this could not be verified straight after the interview)

Verification of the candidate's medical fitness

Verification of qualifications (if not verified at the interview)

Verification of professional status where required e.g., GTC registration, QTS status (unless properly exempted), NPQH

A satisfactory Enhanced Disclosure from the Disclosure and Barring Service

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For teaching posts verification of successful completion of statutory induction period (applies to those who obtained QTS after 7<sup>th</sup> May 1999)

Verification that they are not subject to a prohibition order if they are employed to be a teacher

Further additional checks, as appropriate, on candidates who have lived or worked outside of the UK, including (where relevant) any teacher sanctions or restrictions imposed by a European Economic Area professional regulating authority, and criminal records checks or their equivalent

Verification of eligibility to be employed in the UK

Valid National Insurance Number

A letter making a conditional offer of employment (Appendix 7) should be sent to the preferred candidate at this stage.

#### **7.4 Disclosure and Barring Service's checks**

Criminal records checks were introduced following the 1997 Police Act. The CRB was launched in 2002 and provides access to criminal records and other information.

Since 2013 the CRB has been replaced by the Disclosure and Barring Service (DBS). The Disclosure and Barring Service (DBS) helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children. It replaces the Criminal Records Bureau (CRB) and Independent Safeguarding Authority (ISA).

The DBS assists organisations by identifying candidates or volunteers who may be unsuitable for certain kinds of work. There are two types of checks undertaken, an Enhanced DBS check and a standard check. The Protection of Children Act legally obliges organisations to obtain a DBS check for certain staff and volunteers.

Only the individual applicant receives a copy of the completed DBS Disclosure. It is therefore important that the individual is informed that once they are in receipt of their disclosure they should inform the HR Assistant or administrator responsible for recruitment within the particular area of the Foundation so that arrangements can be made to inspect the DBS Disclosure prior to confirming the appointment.

If a Disclosure reveals information that a candidate has not disclosed in the course of the selection process, advice should be sought from HR. If the Disclosure conviction information supplied is different from the information supplied by the candidate on their original job application he/she should be asked for an explanation. (It may be that the candidate may have forgotten or incorrectly remembered information on

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convictions they have because they occurred a long time ago or the applicant was young when the offences occurred).

If a judgement is reached that the applicant deliberately falsified the information supplied on the job application, this can be taken into account when considering whether the job offer will be withdrawn.

Once the DBS certificate had been inspected the date and certificate number should be sent to the HR Assistant for this to be recorded on their electronic personnel record.

The Document Inspection Form may be used as a single record of checks as required by the Safeguarding Children and Safer Recruitment in Education guidance and followed up where they are unsatisfactory or there are discrepancies in the information provided.

In instances where:

The candidate is found to be on vetting and barring list, or the DBS Disclosure shows he/she has been disqualified from working with children or vulnerable adults by a Court; or

An applicant has provided false information in, or in support of his/her application; or

There are serious concerns about an applicant's suitability to work with children and vulnerable adults

The facts should be reported to the police and the appropriate safeguarding team. – Refer to the Safeguarding and Safer Recruitment in Education guidance.

## 7.5 Notifying unsuccessful candidates/Giving feedback

It is important to advise applicants who have been unsuccessful as promptly and courteously as possible. This should be done through the online candidate portal for external applicants. Where possible unsuccessful internal candidates should be informed verbally by the recruiting manager.

It is good practice to provide feedback where requested. Constructive feedback informs candidates of their strengths and development needs and enables them to learn from their application. It should encourage skills/experience/technique gaps to be addressed and assist candidates with any future applications for employment with the Foundation.

Feedback must be factual and objective, and explain where the candidate did or did not meet the requirements in the person specification and the key points which influenced the final decision not to appoint him/her.

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Feedback should be given by a member of the interview panel and can be given via telephone discussion or, for internal applicants, in a meeting.

## 7.6 Notifying successful candidates

Once references and the DBS check have been received and checked by the HR Assistant or administrator responsible for recruitment within the particular area of the Foundation. they will then draft an offer letter (Appendix 10) to the successful applicant and enclose the necessary written statement of employment conditions (usually referred to as the Contract of Employment). It is the Head of Department's responsibility to agree a start date and ensure an appropriate induction for the new member of staff.

## 7.7 Post Appointment Induction

An induction programme should be in place for new employees and tailored to their needs. The purpose of induction is to:

Provide training and information about the Foundation's policies and procedures

Support individuals in a way that is appropriate for the role for which they have been engaged

Confirm the conduct expected of staff within the Foundation

Provide opportunities for the new member of staff to discuss any issues or concerns about their role and responsibilities

Enable the person's line manager or mentor to recognise any concerns or issues about the person's ability or suitability at the outset and address them immediately. For support staff these issues can be identified and hopefully addressed during the probation period.

The content and nature of the induction process will vary according to the role and previous experience of the new member of staff, but as far as safeguarding and promoting the welfare of children and vulnerable adults is concerned, the induction programme should include information about:

Policies and procedures in relation to safeguarding and promoting welfare e.g., child protection, anti-bullying, anti-racism, physical intervention or restraint, personal care, internet safety and any local protection and safeguarding procedures

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Safe practice and the standards of conduct and behaviour expected of staff and pupils in the Foundation

How and with whom any concerns about those issues should be raised

Other relevant personnel procedures e.g., disciplinary, grievance, capability and whistle-blowing

The programme should also include attendance at training appropriate to the person's role.

## 8. References

The purpose of seeking references is to obtain objective and factual information to support appointment decisions. They should always be sought and obtained directly from the referee.

Generally, references or testimonials provided by the candidate, or open references and testimonials, i.e., 'To Whom it May Concern' should not be accepted.

Ideally, references should be sought on all short-listed candidates, including internal ones, prior to interview so that any issues of concern they raise can be explored further with the referee, and taken up with the candidate at interview.

In exceptional circumstances it may not always be possible to obtain references prior to interview, either because of delay on the part of the referee, or because a candidate has asked for their current employer not to be contacted in which case any offer of employment must be made subject to satisfactory references being received.

All requests for references should seek objective verifiable information and not subjective opinion. The use of a reference pro forma (Appendix 12) can help achieve that. For an example of a model Reference Request letter (see Appendix 11). A copy of the job description and person specification for the post must be included with all reference requests.

All references should be obtained from positions in line with that applied for within the Foundation. If this is not the candidate's last employer then previous employers should also be contacted for references. E.g. A candidate applies for a teaching post and their reference comes from their last employer which is a position in a manufacturing operation but their previous position was in teaching then the reference should also be obtained from the teaching post held.

On receipt, references should be checked to ensure that all specific questions have been answered satisfactorily. If any question has not been answered or the reference is vague or unspecific, the referee should be contacted to seek

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clarification. The referee's responses should be recorded and, if necessary, discussed with the applicant.

The information given in the reference should also be compared with the application form to ensure consistency with the information provided by the applicant on the form. Any discrepancy in the information should be taken up with the applicant.

The HR Assistant or administrator responsible for recruitment within the particular area of the Foundation will phone the successful applicant's referees to verify each reference and check the reasons employment ended.

Any information about past disciplinary action or allegations should be considered in the circumstances of the individual case.

## 9. Pre-interview Visits

It is recommended as good practice for the candidates selected for interview to be given an opportunity to tour the Foundation. This needs to be arranged with the co-operation of Foundation staff. Ideally all candidates should visit the Foundation at the same time although it is appreciated that this is not always possible. This is not part of the selection process but will help candidates in assessing whether or not they would wish to take up the post, if offered.

If potential applicants wish to view the service area prior to making an application, it is necessary to decide a policy that either all requests to visit are met or that no one will be allowed. It is important that all candidates are afforded the same opportunities.

If the post holder will be required to live in tied accommodation, candidates and partners should be able to view the accommodation.

## 10. Photocopying and Retention of Documents

The Safeguarding Children and Safer Recruitment in Education guidance states that organisations must keep and maintain a single central record of any recruitment and vetting checks which have been undertaken.

In addition, in accordance with the guidance issued by the Border & Immigration Agency in February 2008 'Prevention of Illegal Working' all documents should be photocopied and retained whilst the person is employed at the Foundation and for a further two years after he/she has left employment with the Foundation.

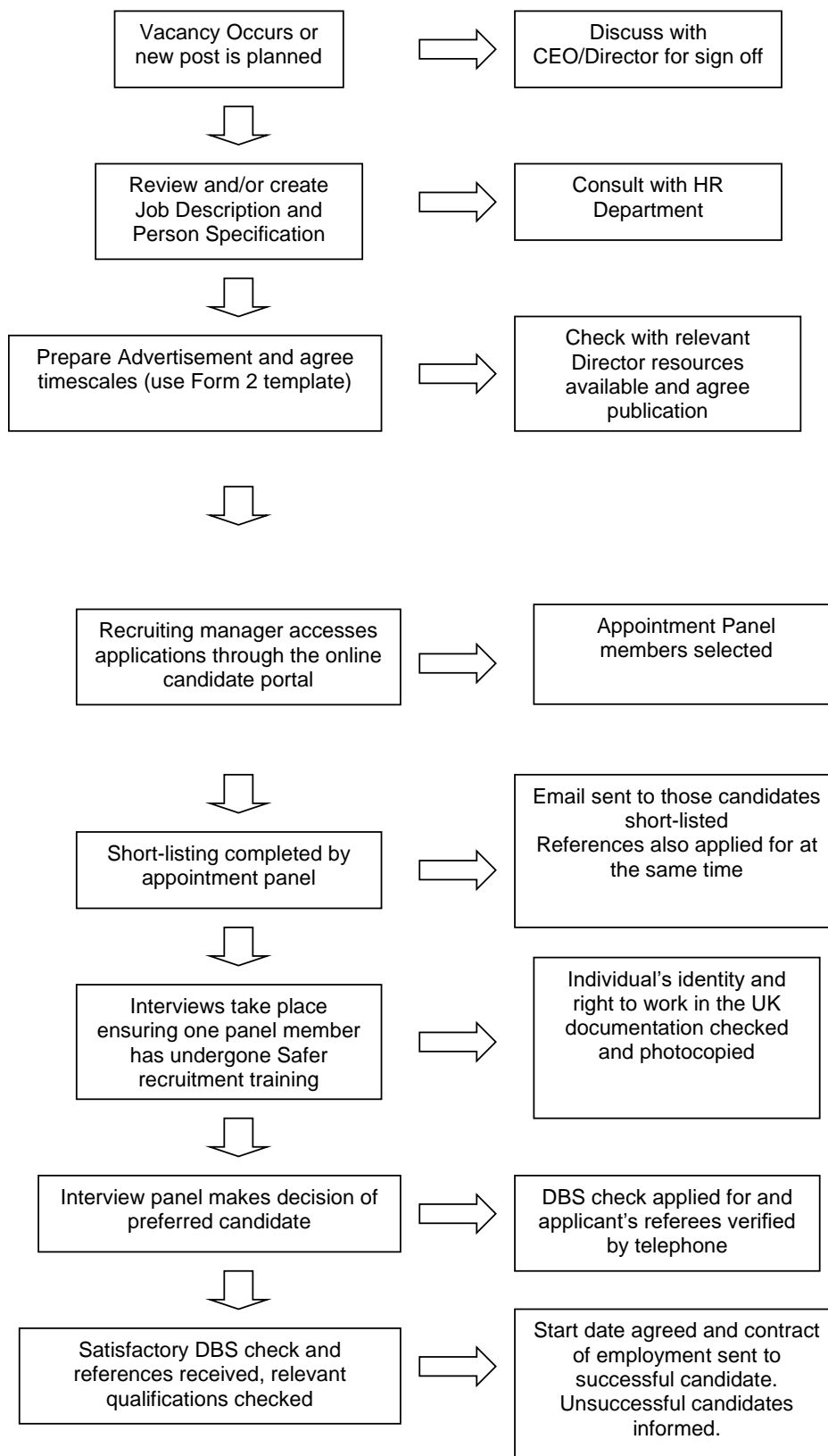
## 11. Monitoring and Compliance

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Overall responsibility for the operation of this procedure lies with the Head of HR & Organisational Development. The effectiveness of the procedure will be formally reviewed and monitored at least on a bi-annual basis to ensure that it continues to meet the requirements of The Foundation and that it reflects HR good practice and statutory legislation as appropriate.

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**Section 12 FLOW CHART OF THE SAFER RECRUITMENT PROCESS**



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**Form 1**

## Authorisation to Advertise and Recruit

This form can be completed electronically. Once complete, please email to your HRBP.

Position Name			
Service/Location			
Reason for vacancy			
Previous post holder and reason for leaving (if applicable)			
Opening Date			
Contract Type	<input type="checkbox"/> Perm	<input type="checkbox"/> Temp	<input type="checkbox"/> Casual
Salary	Scale		
	Annual Amount		
Basis (tick all that apply) Leave blank if zero hours	<input type="checkbox"/> Full time	<input type="checkbox"/> Part time	<input type="checkbox"/> Term time
Hours per week			
Who will manage the online applications?			
Who is the Line Manager for this vacancy?			
Do you want to receive application alerts?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
The most recent advert will be used unless new wording is provided here.			
Contact person for queries	Name:		
	Phone:		
	Email:		
Any other relevant information			

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Interview Date (leave blank if unknown)		
How do you want this vacancy advertised?	<input type="checkbox"/> Internal only	<input type="checkbox"/> Internal and External
Closing Date		

Authorisation		
Manager	Name:	Date:
Director	Name:	Date:
CEO (if new or regraded)	Name:	Date:

Please note:

- External vacancies are placed on our website, Facebook, LinkedIn and Indeed unless otherwise specified.
- Photos of staff, buildings and service users are especially effective when advertising. Please ensure that any images provided comply with the Foundation's Using Images of People and Consent Procedure.
- The most recent job description/person specification will be included in the advert. If this has been revised, please send the latest version to your HRBP.

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Appendix 1

**The Percy Hedley Foundation Recruitment and Selection Checklist**

PRE-INTERVIEW	Initials	Date
<p>Planning</p> <p>Timetable decided: job specification and description and other documents to be provided to applicants reviewed and updated as necessary. Application form seeks all relevant information and includes relevant statements about references etc.</p>		
<p>VACANCY ADVERTISED (where appropriate)</p> <p>Advertisement includes reference to safeguarding policy, i.e. statement of commitment to safeguarding and promoting welfare of children, young people and vulnerable adults, and need for successful applicant to be DBS checked</p>		
<p>APPLICATIONS on receipt</p> <p>scrutinised – any discrepancies/anomalies/gaps in employment noted to explore if candidate considered for short listing</p>		
<p>SHORTLIST PREPARED</p>		
<p>REFERENCES – seeking</p> <p>sought directly from referee on short listed candidates: ask recommended specific questions: include statement about liability for accuracy</p>		
<p>REFERENCES – on receipt</p> <p>Checked against information on application; scrutinised; any discrepancy/ issue of concern noted to take up with applicant (at</p>		

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interview if possible)		
<b>INVITATION TO INTERVIEW</b> Includes all relevant information and instructions		
<b>INTERVIEW ARRANGEMENTS</b> At least 2 interviewers: panel members have authority to appoint: have met and agreed issues and questions/assessment criteria/standards		

	Initials	Date
<b>INTERVIEW</b> Explores applicants' suitability for work with children, young people and vulnerable adults as well as for the post		
N.B Identity and qualifications of successful applicant verified on day of interview by scrutiny of appropriate <b>original</b> documents: copies of documents taken and placed on file; where appropriate applicant completed application for DBS Disclosure		
<b>CONDITIONAL OFFER OF APPOINTMENT: PRE APPOINTMENT CHECKS</b> offer of appointment is made conditional on satisfactory completion of the following pre-appointment checks and for non-teaching posts a probationary period		
<b>REFERENCES</b> (if not obtained and scrutinised previously)		
<b>IDENTITY</b> (if that could not be verified straight after the interview)		
<b>QUALIFICATIONS</b> (if not verified on the day of interview)		

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Permission to work in UK if required		
DBS – Where appropriate satisfactory DBS Disclosure received		
HEALTH – the candidate is medically fit		
<p>QTS – (for teaching posts in maintained schools the teacher has obtained QTS or is exempt from the requirement to hold QTS (for teaching posts in FE colleges the teacher has obtained a Post Graduate Certificate of Education (PGCE) or Certificate of Education (Cert. Ed) awarded by a Higher Education Institution, or the FE Teaching Certificate conferred by an Awarding Body</p> <p>STATUTORY INDUCTION (For teachers who obtained QTS after 7 May 1999)</p>		

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**EXAMPLE JOB DESCRIPTION AND PERSON SPECIFICATION****JOB DESCRIPTION**

<b>Job Title:</b>	Residential Child Care Officer	<b>Service Area:</b>	Children's Residential
<b>Responsible To:</b>	Registered Manager	<b>Salary:</b>	NJC points 11-21

**JOB PURPOSE**

To ensure a safe, effective personalised care and support service and safe, secure and comfortable home environment for residents.

**MAIN DUTIES**

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- To work as part of a team within the residential and respite services and teaching and therapy staff at Northern Counties and Percy Hedley School attending team meetings and training when necessary.
- To ensure a high standard of physical care at all times by providing personal care tasks to young people within the service. To encourage and maintain a high standard of personal hygiene for children and young people.
- To fully contribute to the development of the 24 hour curriculum between education and care. This will involve sleeping in duties and waking night duties.
- To assist young people in aspects of daily life, including washing and taking care of their own clothes and possessions. This also covers help them to prepare budgets, undertake shopping and prepare an evening meal
- To establish and promote effective, professional relationships within and outside of school.
- To establish a good working relationship with children and young people and their families, including home visits, regular diaries etc.
- To develop the children and young people's social skills through organising and supervising leisure pursuits and outings.
- To escort children and young people as necessary and to drive the school vehicles (where a valid driving licence is held).
- To support young people in independent travelling whenever possible
- To develop the children and young people's basic skills and independence skills through plans of action drawn up by the multi-disciplinary team.
- To liaise daily with classroom and therapy staff.
- To collect and administer prescribed medication and carry out some clinical procedures, where necessary with appropriate training, as instructed by the school doctor or school nurse.
- Attending to children and young people's minor injuries and illness.
- Daily recording of what the child has done and recording of important events and incidents in the appropriate log.
- To attend school and looked after children and young people reviews.

## **ORGANISATIONAL STANDARDS**

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## Professional duties

The Percy Hedley Foundation operates in a demanding and often changing environment. Members of staff must be flexible, adaptable, willing to face up to changing circumstances and new opportunities. The following list of duties and responsibilities must therefore be taken as a guide and is not to be comprehensive:

- Participate in the review of the Foundations Policies, Procedures and Processes;
  - Participate in arrangements for the performance development review process
  - Participate in arrangements for further training and professional development
  - Keep up to date with changes or developments within your professional area
  - Fully participate in the induction and training programme provided by the Percy Hedley Foundation
- Contribute to the professional development of other staff, including the induction of new staff.

## Discipline, Health and Safety:

- Adhere to and promote Percy Hedley Foundation Health, Safety and Welfare policy at all times
- Purchase equipment from a recognised source
- Report all incidents and accidents to Health and Safety Officer
- Maintain a high standard of record keeping in line with Percy Hedley Foundation policies and procedures.

## Equality and Diversity:

- Promote equality of access to education, training and employment opportunities for disabled people, and advocate a positive attitude
- Recognise that disabled people are individuals who have specific needs
- Employ support strategies that will empower disabled people
- Show awareness of knowledge and display non-discriminatory behaviours at all times in relation to culture, race, ethnicity, disability, gender, sexuality and age
- Recognise the importance of inclusion by using appropriate means of communication at all times
- Be flexible, trying to meet the changing needs of both disabled people and environment.

## Safeguarding:

- Percy Hedley Foundation have adopted recruitment and selection procedures, and other Human Resource Management processes, that help deter, reject or identify people who might abuse vulnerable children/adults, or are otherwise unsuited to work with them.

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-The Trustees/Governing Body are committed to promoting the welfare of children and young people/adults and staff are expected to ensure that the highest priority is given to following guidance and regulations to safeguard those in our care.

**Confidentiality:**

- Respect confidentiality. All personal information about people using the foundations services to which you have access should be treated as confidential. Information about the people's needs, progress and assessment should only be shared with the team to aid support

-Remain objective and do not favour any gender, language or culture and comply with the Percy Hedley Foundation policy.

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## SUMMARY OF KNOWLEDGE, SKILLS & EXPERIENCE

Factor	Essential	Desirable
<b>Qualifications</b>	-Level 3 diploma for the children and young people's workforce (QCS)	-Health and Safety and First Aid
<b>Experience</b>	-Working with children and young people -Working with people with complex physical and sensory disabilities -Working in a multi- disciplinary setting. -Group and individual work.	-Understanding of Residential Care within school setting. -Working with parents and carers. -Supporting people with intimate personal care tasks. -Working as Key worker or Care Plan Co-ordinator or similar.
<b>Skills and abilities</b>	-Good written/verbal communication. -Good organisational skills. -Team working skills. -Planning a budget -Preparing meals for small groups	-ICT literate. -Able to write professional reports using Microsoft Word or similar.
<b>Knowledge</b>	-Current issues regarding children and young people. -Understanding of the needs of children and young people with disabilities. -Deaf Awareness and Deaf Culture.	-Current issues and practice in residential care settings – Every Child Matters; Safeguarding Children; working with Looked After children. -Knowledge of Disability Discrimination Act.
<b>Personal attributes/disposition</b>	-Professional attitude. -Committed. -Enthusiastic. -Calm and measured approach. -Positive and confident manner. -Enjoys working within a team.	-Provide positive role model for children and young people. -Provide consistent levels of care to children and young people.
<b>Other</b>	-Able to work flexibly, including some weekends.	-Willingness to undertake further training. -Willingness to contribute to developing the independence of children and young people with disabilities. -Full current driving license

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Appendix 4

**SHORT LISTING GRID**

<b>Job Title:</b>						<b>Interview Date(s)</b>							
Scoring	Does not meet the criteria = 0			Partially (under 50%) meets criteria = 1			Partially (Over 50%) meets criteria = 2			Fully meets criteria = 3			
Weighting	x 1 Standard significance			x 2 Enhanced significance			x 3 High significance						
Names of short-listing panel:		1)			2)			3)					
Selection criteria (From the person specification)		Name:			Name:			Name:			Name:		
	Score	Weighting	Total	Score	Weighting	Total	Score	Weighting	Total	Score	Weighting	Total	
<b>Total Score</b>													

Chair of Panel \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

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**INTERVIEW PANEL DECISION FORM**

<b>Job Title:</b>						<b>Interview Date(s)</b>							
Scoring	Did not meet the criteria = 0			Partially (under 50%) meets criteria = 1			Partially (Over 50%) meets criteria = 2			Fully meets criteria = 3			
Weighting	x 1 Standard significance			x 2 Enhanced significance			x 3 High significance						
Names of short-listing panel: 1)				2)				3)					
Question Number		Name:			Name:			Name:			Name:		
		Score	Weighting	Total	Score	Weighting	Total	Score	Weighting	Total	Score	Weighting	Total
Presentation													
<b>Total Score</b>													

Name of Candidate Appointed \_\_\_\_\_

Chair of Panel \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

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Appendix 6 Letter making conditional offer of employment

Name  
Address

Date

Dear **Name**

Further your recent interview, I am pleased to inform you that we intend to make you a conditional offer of employment as **Post** at the Percy Hedley Foundation.

I outline below the main terms and conditions of your employment:-

- Start Date: To be confirmed on receipt of DBS Disclosure
- Salary: **£amount** per annum.
- Hours of Work: **Number** hours per week
- Place of Work: **Location**

This offer of employment is conditional and is subject to:

- Two satisfactory references, one of which must be your current or most recent employer.
- An Enhanced Disclosure issued by the Disclosure & Barring Service.
- Satisfactory medical clearance.
- Your stated professional qualifications/degree/diploma.
- Your right to work in the UK (we require sight of passport or birth certificate).

We would like to point out that it is the Foundation's final decision as to whether or not all these matters satisfy us.

We would advise you not to resign from your present employment until the above matters have been satisfactorily concluded.

**DBS Disclosure Check Process**

**We require an enhanced DBS Disclosure for everyone who has regular and unsupervised contact with children and/or vulnerable adults. We use an online application system operated by Protocol Education. To access the online form, please go to the following secure e-Bulk website:**

**<https://disclosure.capitarvs.co.uk/protocoleducation/>.**

**From there you need to log in to the Orange box marked *Disclosure and Barring Service (DBS) Application*. Your login details are:**

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**Organisation Reference PERCYHEDLEY**  
**Password: DBSAPP**

Once you have completed the online process, please phone me on 0191 \_\_\_\_\_ to arrange an appointment to bring in your ID documents (list of acceptable documents is enclosed). Please also complete and bring with you the enclosed HMRC new employee form, health questionnaire and personal details form. We will also need your P45 (if available).

The offer of employment is open until 2 weeks and will be withdrawn should you decline the job offer or do not respond indicating your acceptance of the offer by the due date.

Please note that this job offer has been made in good faith and is based on the information disclosed to us during the selection and interview process. Should we later find that material information has been withheld from us we retain the right to withdraw the job offer without any further liability.

To formally accept this offer, please sign a copy of this letter and return to me when you come in with your other paperwork

Finally, may I welcome you to the Percy Hedley Foundation - I very much hope that your association with the organisation will be a long and happy one.

Yours sincerely

Name  
Job title

Email:  
Phone:

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I accept / decline \* the offer of employment on the terms set out in this letter \*(delete as appropriate)

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Signature: \_\_\_\_\_

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Appendix 7 Letter confirming appointment following DBS/Reference checks

Name  
Address

Date

Dear Name

**APPOINTMENT TO THE POST OF (Position)**

Further to your recent appointment as Support Worker, please find enclosed your contract of employment which outlines the terms and conditions of your employment at Percy Hedley Foundation.

I would be grateful if you could sign both copies, keep one for your records and return the other to me within the next 7 days.

Should you have any queries in the meantime, please contact a member of the HR team on [HR@percyhedley.org.uk](mailto:HR@percyhedley.org.uk).

Yours sincerely

**Name**  
Position

Encs: Contract of Employment x 2

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Appendix 8 Reference request letter

Name  
Address

Dear

**Reference Request for (Enter name of applicant)**

The above named has applied for the post of (Job title) with The Percy Hedley Foundation and has given your name as a referee.

I would be grateful if you would complete the enclosed Reference Request Form and return it to me in the stamped addressed envelope supplied prior to the interview date which is to be held on (date of interview)

The Reference Request Form has been designed to follow the recommendations for staff who are required to work with children, young people or vulnerable adults. I would be obliged if you could complete all sections of the form. Please note that the offer of the post is subject to receipt of satisfactory pre-employment checks and we are unable to make an unconditional offer of employment until two satisfactory references are received, therefore your timely response is much appreciated.

To assist you I enclose a copy of the Job Description and Person Specification for the post which details the nature and demands of the job.

Information provided will only be used for the purpose of recruitment and selection and will be held in accordance with the Data Protection Act 1998.

Thank you for your assistance, should you have any queries please do not hesitate to contact me.

Yours sincerely

J A Bloomfield  
Personnel Assistant

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**Reference Request Form**

The Percy Hedley Foundation is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share that commitment.

Candidate Name:				
Application for the post of:				
Current Job Title:				
Current Salary/Grade:				
Date of Employment:		From		To
Please state the main duties and responsibilities of the candidate's current post:				
How would you rate this person for:				
	Excellent	Good	Satisfactory	Poor
Timekeeping				
Attendance				
Work performance				
Ability to work with others				
Accuracy & speed of work				
Flexibility and adaptability				
In your opinion does this person display a high degree of honesty and integrity?			Yes	No
If no please give details:				
Please comment on the suitability of the candidate to the position applied for. You should include the candidate's current knowledge compared to that required for the post, personal attributes and potential to develop in this role. A job description and person specification for the post is attached to help you provide a comprehensive assessment. (Please continue on a separate sheet if required:				

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Would you re-employ the candidate?	Yes	No
If no, please provide details:		
Are you aware of any reason why the candidate should not be employed?	Yes	No
If yes, please provide details:		
Why did this person leave your employment?		
How long have you known this candidate and in what capacity?		
How long?	Capacity?	
Was there any disciplinary action taken against this candidate?	Yes	No
If yes, please provide details. Please include: Details of any disciplinary procedures the candidate has been subject to in which the disciplinary sanction is current; Details of any disciplinary procedures the candidate has been subject to involving issues relating to the safety and welfare of children, young people and vulnerable adults, including any in which the disciplinary sanction has expired, and the outcome of those; and, Details of any allegations or concerns that may have been raised about the candidate that relate to the safety and welfare of children, young people and vulnerable adults, and the outcome of those concerns e.g. whether the allegations or concerns were investigated, the conclusion reached, and how the matter was resolved		

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Do you know of ANY reason why this applicant may not be suitable to work with children, young people or vulnerable adults?	Yes	No
If yes, please provide details:		
N.B. Please ensure that this reference is accurate and does not contain any material misstatement or omission. The person appointing may contact you if clarification is required on any aspect of the reference. Relevant factual content of the reference may be discussed with the candidate.		
Signed:	Position:	
Name:	Telephone Number:	
Relationship to candidate (e.g. Manager)		
Please return the completed reference form to:		
Name and Address		
Mrs J A Bloomfield, HR Assistant The Percy Hedley Foundation Station Road, Forest Hall, Newcastle upon Tyne, NE12 8YY		

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