



COMMUNITY
SPORTS
FOUNDATION

N THE
NEST

SAFER RECRUITMENT POLICY

Date of Next Update: January 2027

Scope

This policy applies to all Norwich City Community Sports Foundation (Foundation) and The Nest – Norfolk’s Community Hub ('The Nest') potential applicants, staff, and affiliated entities to ensure a consistent standard across the Foundation and The Nest.

Unless otherwise stated the reference "staff" shall include any staff of the Foundation and The Nest or of an affiliated entity. Volunteer refers to anyone who works with or on behalf of children, young people or adults at risk in an unpaid position and a child is anyone under the age of 18.

Foundation and The Nest are committed to being A Home for Everyone – an inclusive and safe environment where everyone can thrive, and all feel welcome. We will do this by embedding a culture where every individual engaged with the Foundation or The Nest is treated with respect and met with positivity and compassion. We are all responsible for upholding the Foundation's and The Nest's values by ensuring others feel included and valued, championing equality, and challenging all forms of discrimination, increasing our knowledge to develop the confidence to do so.

We believe that together we are stronger; we celebrate diversity and will proactively work with our community to ensure everyone has a fair opportunity to participate. This way the Foundation and The Nest will build cultures to be proud of – we will build A Home for Everyone.

This policy supersedes any previous policies prior to its issue date.

Policy Statement

The Foundation and The Nest Safer Recruitment Policy provides a framework to support recruiting managers to attract, select, interview, and appoint individuals based on merit and in line with the principles of the Foundations Values and Equality, Diversity, and Inclusion (EDI) Policy. It is the Foundations and The Nests belief that all recruitment and selection should be based on merit and that any recruitment process is free from bias or discrimination, offers equal opportunity and operates as a safer recruitment model compliant with our Safeguarding requirements.

The recruitment and selection process extends beyond HR, to our hiring managers, applicants, and our communities. It is therefore essential that those involved have the right skills and capabilities to undertake a lawful recruitment process. The length and complexity of the recruitment process will vary depending on the nature of the role and the resources.

As well as recruitment this policy covers induction and probation processes at the Foundation and The Nest.

Safer Recruitment

As a sports charity the Foundation works closely with children, young people and adults at risk and the site at The Nest will host events where children, young people and adults at risk could attend, which means that some role will require staff to be subject to a Disclosure and Barring Check before starting work with us as well as other safe recruitment processes.

Safe recruitment is central to the safeguarding of children, young people at risk. As an organisation which employs staff and volunteers to work with children, young people and adults at risk we have a duty to safeguard and promote their welfare.

This guidance is based on current legislation, guidance and best practice and aims to promote consistent practice across the Foundation.

Recruitment Policy

Effective recruitment campaigns will define the role, attract applicants, manage the applicant selection process, and make an appointment.

- Define the role – all roles will have a job description and person specification.
- Attract applicants – either internally or externally using various advertising platforms and proactively engaging with specialist recruitment sites and job boards, to widen and reach diverse talent pools.
- Manage the applicant selection – shortlisting framework will be based on essential criteria to ensure applicants are shortlisted on merit and with the required skills, qualification, and experience.
- Make an offer – verbal and written offers will be made.

Unlawful Recruitment

- The Foundation and The Nest are prohibited from making statements or asking questions during the recruitment process that indicate that recruitment will be dependent on whether a candidate opts out of the pensions auto-enrolment scheme.
- Job applicants have the right to not be refused employment on account of their union membership or non-membership.
- It is unlawful to blacklist workers from employment because of their current or past trade union membership or activities.
- It is a criminal offence for the Foundation or The Nest to knowingly employ an individual who does not have permission to work in the UK, or whom it has reasonable believe does not have the permission to work in the UK.

Lawful Recruitment

- The Foundation and The Nest fully adheres to ensuring compliance with the Equality Act 2010 to ensure all recruitment is free from discrimination, harassment, and abuse.
- The Foundation and The Nest will carry out right to work checks and follow-up checks where required in accordance with the provisions of the Immigration, Asylum and Nationality Act 20067.
- The Foundation and The Nest will impose strict requirements surrounding the security and transparency of personal data it possesses in accordance with the

General Data Protection Regulations 2018.

- Will ensure all offers of employment with the Foundation and The Nest are compliant with the Earnings and Pensions Act 2003 and will ensure a written statement of terms and conditions of employment is issued prior to a successful applicant start date.
- Acts in the best interests of "The provisions of the Rehabilitation of Offenders Act 1974" in relation to specific roles across the Foundation and The Nest. Ensuring that applicants for the most purposes will be treated fairly.
- It is lawful for a candidate, regardless of outcome of the recruitment process, to request access to their recruitment personal data under the General Data Protection Act 2018.

Recruitment and Selection Process

1. Creation of role profile, including job description and person specification
2. Advertisement of role
3. Receiving applications via the 'apply online' button
4. Short listing for interview
5. Interviews
6. Pre-employment checks for successful candidate
7. New starter inductions
8. Probation reviews

1 – Creation of role profile, including job description and person specification

The job pack will be created by the hiring/line manager, following sign off from the executive team for the role.

Once the job pack is completed it will be reviewed by the Recruitment Manager, and possibly HR, to ensure correct organisation formatting and consistency. Then will be passed for final sign off which will include the Executive lead and line/hiring manager and possible other lines of responsibility where required.

2 – Advertisement of role

The advert will be completed by the Recruitment Manager, via our Application Tracking System (ATS) and will be published on the relevant careers/vacancy page, LinkedIn and suitable external recruitment/job sites. All adverts will include the attached Job Pack.

The overall advert will include:

- Specific details of the job, including salary expectations, contract length, reporting manager and role purpose
- Overall objectives for the role in the wider Foundation/The Nest
- Role specific responsibilities
- Knowledge, Skills and Attributes, within the Person Specification
- Application details, including closing date and interview dates
- Our commitment to Safeguarding and Equality, Diversity & Inclusion.

3 – Receiving applications

Applications will be automatically submitted to the Applicant Tracking System (ATS) when candidates complete the online Safer Recruitment application form via the 'Apply Online' button.

CV and cover letter will be requested during the application form, and at least one will be required to be uploaded along with mandatory application questions being completed for the application submission to be available.

The application form includes Safer Recruitment questions, including criminal records/convictions and requires the applicant to confirm that all information provided is accurate. Applicants must also acknowledge their understanding of the organisation's statement on criminal records. This sign-off ensures that all necessary checks are completed and documented for prospective employees.

4 – Short listing

Shortlisting will involve a panel to mitigate bias, the panel will always include HR and the Senior Leadership member for the department, who are safer recruitment trained. All assigned hiring managers will have access to view applications on the ATS and will complete the shortlisting.

Shortlisting is assessed on the essential and possibly desirable criteria of the role, as confirmed in the job packs person specification.

The number of applicants shortlisted for interview will depend on the number of suitable applications received.

Applicants will be contacted by the Recruitment Manager, via the ATS, and invited to interview or be informed of an unsuccessful application.

Shortlisted candidates will be provided with the interview details, including details of any additional requirements for the interview, e.g. delivering a presentation and in accordance with the Equality Act they will be asked to advise us if there are any arrangements or reasonable adjustments that could be made for them to attend the interview.

All candidates (internal and external) must be assessed objectively against the selection criteria set out in the specification and only candidates who meet all the essential criteria should be short-listed. Assumptions about the skills, experience or qualities of internal candidate should not be made. If a relevant criminal record is disclosed on application, we will ensure an open and fair discussion takes place before making a decision. A self-declaration form is issued during onboarding to provide further opportunity to disclose convictions and or sanctions with any licensing bodies.

5 – Interviews

All redeployment candidates and all candidates who have a disability as covered under the Equality Act 2010 who meet the essential criteria for the role as set out in the person specification, will be offered an interview.

Interviews are a two-way process, candidates are assessing the role and the business. Those involved in recruitment should consider how best to convey a positive image and the company values.

Successful candidates will be interviewed by the pre-agreed interview panel that have all been given the relevant training. Interview panels will comprise of a fair gender representation with at least two people, these being the hiring managers and if required and another manager from an impartial department. The Recruitment Manager or HR may be involved where required. At least one member of the panel should have knowledge of the attributes of the role, to ensure the right applicant is successful in the role.

All candidates being interviewed for the same role will have the same preset questions to ensure consistency in the interview process. Additional follow-on questions may be asked to expand or clarify and answer.

Interview questions and the structure of the interview should be consistently applied to all candidates. The question template will be provided which provides value based, role specific and safeguarding questions. The hiring manager can ask for technical questions based on the specific competences of the role to be added prior to interview.

Notes recording the salient points of the responses to questions are taken by the interviewers, for reference back to these when assessing candidates against the person specification. These will be used by the hiring managers to complete the ATS Interview and Values scorecards with a summary in the applicant's comments section.

All interview notes are to be completed at the time of the interview and saved for the Recruitment Manager to add to the applicant's file. These will be kept on the ATS for a maximum of six months following the interview process, as these may be requested by a candidate under the Subject Access Request under General Data Protection Regulations.

If a candidate requests feedback about their performance in the selection process the hiring manager will provide this, although they may delegate this to another member of the interview panel where appropriate, and sent by the Recruitment Manager.

Unsuccessful interview candidates will be treated courteously and sensitively and will, as a minimum, receive a written notification of the outcome of the interview process.

6 – Pre-employment checks for successful candidate

All offers of work regardless of contract type are conditional subject to the following:

- Completed self-declaration form
- Right to Work in the UK
- Disclosure and Barring Service (DBS) Check, including overseas check if relevant
- Receipt or two reference – see reference section below for full details
- Proof of relevant qualification/training as necessary.

The delay in any of these being completed will delay the applicants start date.

Offers of employment are subject to satisfactory references, Right to Work in the UK and DBS checks, checks of qualifications and any other checks as appropriate, such as Asylum and Immigration checks.

The successful candidate will be required to provide identification documents for their Right to Work in the UK and DBS checks as part of the security and safer recruitment process. The original documents must be provided in person to the Recruitment Manager, HR or another suitable manager for verification, and a copy of the right to work document(s) will be stored on the personal file.

DBS certificates must be viewed in person by the Recruitment Manager, HR or another suitable manager and checked against the information held on the DBS platform. Any disclosures on a DBS check must be reviewed and assessed by the Safeguarding Manager with a Risk assessment completed prior to the employee starting. The DBS renewal process is overseen by the Safeguarding Manager, checks are renewed every three years and any one on the update server will also be reviewed every three years.

No originals or copies of DBS certificates are to be kept by the company, the check date and certificate number are to be stored on the employee's personal file, including any required Risk assessment.

Two references will be required for all employees. One reference must be from their current or most recent employer. If the new employee has not had a job previously or only one employment a reference can be obtained from their educational setting and a character reference from a person, who is not a close relative, and knows them well for and in a professional role.

References are received by online form and include the following questions;

Suitability to work with children

Concerns around suitability of the role or duties

If they are aware of any investigations regarding safeguarding

Reason for leaving previous employment (if professional reference)

If a reference raises any concern, the Recruitment Manager will contact the referee for further information as well as obtaining a further third reference.

If two references are not received or available prior the new employee starting the Hiring manager and Executive lead will need to complete a Risk Assessment to confirm the appointment without and provide to the Recruitment Manager.

All references, and any Risk assessments, are to be stored on the employee's personal file

Full details of what documents are required and acceptable for recruitment of employees can be found on the Gov.uk website.

7 – New starter inductions

New employees will receive essential Company Information, Health & Safety, Data Protection, EDI and Safeguarding training via an on-line presentation on or prior to their first day of joining the Foundation/The Nest. This will be followed with a test to check their understanding of the key compliance and legislation which will be saved to their personal file.

An in-person meeting with the Safeguarding Manager for more in depth safeguarding induction/training may be required for specific roles. These will be arranged and information recorded by the Safeguarding Manager.

All new employees and those internally changing roles will have job role induction from their line manager, these will be tailored to the role and individual employee needs.

New full-time employees will attend a in person induction meeting with all compliance leads, Executive members, Chief Executive Officer and Senior Leadership Team members which will include a to introduction to themselves and provide any key messages about their business areas. These in-person inductions will take place once a quarter and will be overseen by the Recruitment Manager.

All induction training and a copy of the Job Description, signed by the employee, will be added to the employee's personal file.

8 – Probation reviews

A probation is a term to denote the early stage of employment, all employees at the Foundation and The Nest will have a probation period at when they first start their role, and when transferring roles. It is used to enable the employee to settle into their role, ensure their inductions and relevant training is completed, receive key reviews and feedback on their development in the role and company. The probation documents provide the full process details.

Our standard probation period is 3 months, some specific roles may have a longer probation period at the discretion of the Executive team.

During a probationary period, the line manager will follow a formal procedure that is aimed at assessing and reviewing the employee's performance, capability and suitability for the role, via regular monitoring of the employee's performance through progress meetings where feedback will be provided and both will have the ability to discuss of any problem areas.

If the employee's performance has not been up to the standards required, the manager should discuss the matter with the executive lead and HR before any decision is made not to confirm the employee's appointment or to extend the probation period. This must happen as soon as the line manager is aware the employees' performance is not up to the required standard and not left to the review date.

During the review meetings the line manager will confirm with the employee how they are progressing, on target to pass probation and be appointed to role, require an extension to the probation period or if there are concerns on passing probation.

All meeting notes and the probation documents will be stored on the employee's personal file.

Any concerns related to suitability to work with children will be passed onto the Local Authority Designated Officers (LADO) as per our Managing Allegations policy. If certain

conditions are met our organisation will have a legal duty to make a barring referral to the Disclosure and Barring Service. Even if the legal duty to refer is not met we understand that our organisation can still make a barring referral to DBS in the interests of safeguarding

Equal Opportunities and Recruitment

The Foundation and The Nest are committed to equal opportunities at all stages of the recruitment process. Shortlisting, interviewing and selection will always be carried out regardless of protected characteristics. Any candidate with a disability will not be excluded unless the candidate is unable to perform a duty that is intrinsic to the role, having considered reasonable adjustments. Where it is possible reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of a disability. All disabled applicants who meet the minimum requirements of the job as set out in the job description and employee specification will be guaranteed an interview.

Applicants are invited to complete Equality, Diversity and Inclusion monitoring forms. These are kept confidential and anonymised. The purpose of the collated data is to understand the diversity of applicants, which will in turn inform our EDI Action Plan and EDI Learning and Development Plan.

Equality Recruitment Commitments

The Foundation and The Nest are committed to achieving the Premier League Equality, Diversity and Inclusion Standard (PLEDIS) regardless of league and pledges to the FA Football Leadership Diversity Code (FLDC). The requirements, objectives, and targets are detailed in our EDI Action Plan.

Armed Forces Covenant

The Foundation and The Nest pledge their support of the Armed Forces Covenant and in doing so promises to support those who serve or have served the nation, and their families, and ensure that they are treated fairly. By signing the Covenant, we support future and current employees as reservists and veterans.

Data protection & Confidentiality

Applicants information will be held in a secure place which can only be accessed by HR, the Recruitment Manager. The application form, CV and covering letter will be available to the Hiring Managers.

Anyone involved in the recruitment process has a responsibility for data protection and must ensure confidentiality relating to the data available. Sensitive and personal information for Recruitment and Selection must only be made available to those who require access and should not be shared with third parties, without a specific requirement or consent from the applicant.

Please refer to the Foundation and The Nest General Data Protection Regulations Policy for more information.

Additional Information

Welfare and Wellbeing

We hope that all Foundation and The Nest employees feel they are able to approach their manager and discuss how they are feeling but in times where more support may be required. We would like to remind all Foundation and The Nest staff have access to an Employee Assist programme and a Welfare and Wellbeing Manager available for support and guidance to external support networks. You can access this service directly or if you require via your line manager or HR.

Associated Policies

- Recruitment and Selection Procedure
- Armed Forces Reserves Policy
- Data Protection Policy
- DBS & Ex-Offenders Policy (being reviewed)
- EDI Policy
- General Data Protection Policy

Responsibility and Key Contacts

The Chief Executive Officer has overall responsibility for this Policy and the People Department have responsibility for ensuring that the policy is up to date, complies with relevant employment legislation and reflects the Foundation and The Nest values.

The Hiring Managers have responsibility for complying with the requirement of this policy and sharing with the People Department any concerns.

Employees have a responsibility to comply with this policy.

Policy Issue Date	January 2025
Date of Next Update	January 2027

This policy is next due for a general review on the above date. It may however be reviewed and updated earlier, in the event of a change in Foundations or The Nests requirements, or relevant legislation.