

## Safe Recruitment and Selection

### Policy and Procedure

#### Policy statement

Sport Structures is committed to safeguarding and promoting the welfare of children and adults. There is an expectation of staff employed by us, to share this commitment, in line with our company values. To meet this commitment, a robust selection process is in place to determine suitable applicants.

#### Purpose

- The procedures detailed in this policy ensure that all statutory requirements (especially Keeping Children Safe in Education 2021) associated with the appointment of staff are met.
- These procedures aim to ensure standards are met through equality of opportunity and ensure that all practice is objective and standardised.
- When recruiting and selecting staff, Sport Structures will ensure those involved in the recruitment and selection process, have received appropriate training.
- The selection process should support safeguarding children and adults at every stage of the procedure.

#### Scope

- This policy aims to set out the recruitment and selection processes currently used by Sport Structures.
- The policy will apply to the recruitment of all staff employed by Sport Structures. The company reserves the right to vary the typical processes in response to operational requirements, our responsibilities to safeguard children and adults, or recruitment challenges.

#### Equality and Diversity

- Sport Structures is committed to fairness and equality of treatment for all staff and will comply with the requirements of the Equality Act 2010. We will not discriminate against any employee through use of this procedure directly or indirectly for reasons related to their race, sex, ethnic or national origin, marital status, age, disability sexual orientation, gender identity, religious or political belief or trade union membership. For more details, please refer to our Equality and Diversity Policy.
- The Human Resources Manager will monitor the ethnic origin, gender, age, disability and marital status of all job applicants to ensure it offers fair and equal access to employment opportunities to all within the community.

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## Recruitment planning

- Before seeking to recruit, whether for a new or replacement position, the Line Manager should consider whether a vacancy actually still exists, whether the work could be allocated to a current member of staff or divided between several members of staff. Consideration should also be given to whether the priorities and main duties of the post have changed. Only after full consideration, and if none of the above actions can be used to meet the staffing need, should the manager formally seek approval to recruit.
- It is recommended that the Manager arranges a meeting with the Directors to discuss the rationale for the post and the terms and conditions of the role.
- Once the post is approved for recruitment, the Human Resources Manager will work with the Manager (and Directors if applicable) to confirm the job description and person specification. This should identify the role title, lines of accountability, terms of the position, salary, working conditions, job closing date, interview date (where possible), along with essential requirements of the post (i.e., skills, knowledge, experience etc). The person specification should make it clear whether a criterion is essential or desirable and whether any criteria is more important than the other. This document should also provide details about Sport Structures, including our commitment to safeguarding children and adults, and a summary of the role. Where relevant, it should also make it clear that the applicant will have responsibility for safeguarding the welfare of children and adults.
- At least one of the Directors, must approve the job description, prior to advertising.

## Recruitment

- A role may be advertised internally only, or internally and externally.
- Roles will be advertised for a minimum of 7 days.
- An external advert will be placed on the Sport Structures website and advertised widely in order to ensure diversity among applicants. If, after the advert closes, and on completion of the shortlisting process, an appropriate level of response has not been identified, then the vacancy may be extended.
- A role may also be advertised on appropriate organisational websites (relevant to the role being advertised) and through social media. Requests for paid advertising must be sought in advance from the Directors.
- Where a vacancy is advertised only internally, any member of existing staff will be eligible to apply for the position.
- Applications will be received by the Human Resources Manager, with specific role enquiries directed to the appropriate Manager.

## Application process

- All applicants will be asked to complete a Sport Structures application form and submit a covering letter to demonstrate how they meet the criteria for the post. CVs on their own will

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not be considered. The application form will ensure that the below minimum information is obtained:

- Full identification details, current and former names, current address and contact details
- Contact details for two referees, one being their current or most recent employer.
- Confirmation that the applicant is permitted to work with children and adults and is not subject to any sanctions from any regulatory body.
- Confirmation of any convictions
- Opportunity to share any disability / special requirements / reasonable adjustments/working conditions necessary.
- Right to work in the UK

For applicants working in regulated activity, the interview process will include a question relating to safeguarding.

- Personnel are selected on their suitability to meet the job/role-related requirements and responsibilities and their ability to demonstrate that they can work safely with children and/or vulnerable adults. Applicants will receive confirmation in writing relating to the outcome of their application/interview. Where the outcome is positive, an offer letter is sent to the individual outlining the terms and conditions of the role.
- If previously non-disclosed and criminal/police information is identified by the DBS disclosure, the Human Resources Manager will discuss this with the person seeking the position, before discussing it with the Managing Director, to determine whether withdrawing the conditional offer of employment is necessary.
- All new members of staff must have either a face-to-face or online induction. Arrangements are made for any relevant training, which includes clarification of activity requirements, responsibilities and child/vulnerable adult protection procedures and further identification of training needs.
- New members of personnel are then required to confirm their agreement to abide by the Sport Structures policies and procedures, including the safeguarding policy, in writing along with confirmation that they have read Part I and Annex A of Keeping Children Safe in Education. Awareness of child/vulnerable protection practices will continue to be addressed via ongoing training and all staff will be expected to keep themselves up to date with current practices.

All staff details and required checks will be managed by the Human Resources Manager using a Single Central Record.

#### Short-listing

- Internal candidates are not guaranteed interviews, and their applications will be short-listed in the same way as all other applicants, against the criteria.

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- Short-listing must include a minimum of two staff. Each member of staff must shortlist independently before meeting to discuss their scores.
  - Those responsible for short-listing, should take part in the interview process
  - Short-listing will be made against the person's specification for the post.
  - A standard short-listing matrix will be used for recording job applications.
  - Short-listed candidates will be sent information about the company, its vision, mission and values in an appropriate format.
  - Human Resources Manager will keep the short-listing matrix detailing relevant feedback for up to six months after the date the selection decision was made.

#### Pre-interview

- Prior to the interview, online searches will be conducted as part of due diligence. This will help to identify any issues or incidents that have happened and are publicly available online, which we will explore with the applicant at the interview.
- Shortlisted applicants will be given a minimum of five days' notice of the date of the interview to allow adequate time for preparation. The interview date should be communicated in the job description, as stated above. If the selection process requires applicants to undertake various assessment procedures, applicants will be advised of this in advance.
- Applicants may also be required to bring with them documents confirming any educational or professional qualifications that are necessary for the post.
- For applicants that have been unsuccessful in obtaining an interview, an email will be sent to inform them after the completion of the interview process.

#### Interviews

- The aim of the interview is to collect comprehensive information about the applicants in relation to the criteria for the vacancy, select an applicant for the job and communicate further information to the applicant about the company and position, so they can make an informed decision if offered the post.
- Interview questions should be based on the job description and agreed upon in advance of the interview. Additional safeguarding questions will be prepared and asked at the interview, if appropriate.
- Interview panels will normally consist of a minimum of two people; the composition of which will depend on the nature of the role and the level of responsibility. At least one person on the panel will have undertaken the safe recruitment training.
- Interviews will be conducted in a virtual or face-to-face environment.
- Interviews will normally follow the below structure:

- Introductions to the panel and an explanation of the format of the interview process
  - An overview of the role
  - Interview questions posed by the panel
  - Any questions from the applicant
  - Next steps of the process
  - Expectations and commitments prior to appointment (i.e., DBS check, references etc)
- The successful applicant's application form will be kept on their personal file.
  - Interview paperwork will be given to Human Resources Manager for both successful and unsuccessful applicants. For unsuccessful applicants, application, shortlisting, and interview paperwork will be kept for 6 months. Successful applicants, applications, shortlisting, and interview paperwork will be transferred to their HR files.

#### Appointment process

- All interviewed applicants will receive verbal notification of the outcome of their selection process and will be provided with feedback.
- Applications and details of applicants not appointed should be kept for a period of 6 months and then destroyed in line with Sport Structures policies.
- Line Managers will be responsible for contracting the successful applicant by phone to discuss the provisional job offer.
- A provisional job offer letter will be sent to the successful applicant, including a provisional start date, subject to satisfactory completion of pre-employment checks. Under section 8 of the Asylum and Immigration Act 1996 it is a criminal offence to employ a person who is not entitled to live and work in the UK. In order to comply with this law, we must complete basic checks; this will include:
  - Receipt of at least two satisfactory written references, which must be satisfactory in both content and the source of the reference. It is strongly recommended this includes the applicant's current / most recent employer. This process will also seek to confirm the applicant is suitable to work with children and vulnerable adults.
  - Eligibility to work in the U.K
  - Proof of address/identity
  - Proof of qualifications (where relevant)
  - A DBS check
  - Verification of professional status where required
  - Verification of mental and physical fitness to carry out their work responsibilities
- This information will be retained on the employee's HR File in accordance with GDPR guidelines, privacy notices and retention policy. Copies of DBS certificates will only be retained for a period of 6 months.
- On receipt of the satisfactory documents specified above, a letter confirming the unconditional offer will be issued.
- The contract will be signed and witnessed by the employee and the two Directors in hard copy. One is to be retained on the staff file and one by the employee.

- All vacancies that are anticipated to last for six months or more at the time of recruitment will usually be advertised both internally and externally. Managers may decide whether they wish to advertise internally only, or internally and externally.

### Single Central Record

- As set out in Keeping Children Safe in Education 2021 document, a single central record of detailing staff personal details and pre-employment checks will be maintained.
- The DSL will review the Single Central Record on a quarterly basis to ensure the information held is correct.
- These records are to be password protected and only accessible by the Directors and Human Resources Manager.
- When employees leave their records will be maintained for ten years.

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### Disclosure and Barring Service

- All staff employed by Sport Structures will be required to have a DBS check. The level of check will be determined by the employee's role and responsibilities. This should be updated every 3 years unless individuals have subscribed to the Gov.Uk update service.
- It is Sport Structures' policy to request a separate DBS certificate even when the applicant or staff member already has certification from another employer or organisation.
- If staff use the Gov.UK update service, the cost of this service should be paid by the applicant but will be reimbursed by Sport Structures using the standard expenses procedure.
- If staff do not use the update service, then they will be required to sign an annual declaration that states no further changes such as cautions, or convictions have occurred since the date the last DBS check was issued.
- DBS certificates will only be issued to the applicant. All applicants must produce the disclosure within 14 days of receipt to the Human Resources Manager. The disclosure will be scrutinised to ensure it is authentic and to detect any fraud. The DBS disclosure number and date of the check will be recorded on the Single Central Record.
- Copies of DBS certificates either in electronic or paper form will not be taken or retained except in exceptional circumstances. Any copy retained in these exceptional circumstances will be held for no longer than necessary, and up to a period of six months and be processed in line with Data Protection Legislation.
- Any applicant who refuses to produce their DBS disclosure will not be able to start work at Sport Structures and the conditional offer will be withdrawn as satisfactory checks are not in place. Any existing employee who does not produce their DBS disclosure will be managed through the disciplinary procedure.

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- Information relating to an individual's criminal record will only be shared with the relevant people to enable Sport Structures to decide on their suitability to work with children and young people.
  - Positive disclosures on a DBS certificate should be reported to the Directors and must be considered using a risk-based approach.
  - An enhanced DBS check and a children's barred list check will be carried out for all existing staff and every 3 years unless this person is already on the update service and gives their consent for Sport Structures to run a status check. This will be done at the 3-year expiry date. Sport Structures reserves the right to carry out status checks before the expiry date.
  - An enhanced DBS and children's barred list check may be carried out on any employee or volunteer at any time where Sport Structures has concerns about an individual's suitability to work with children and young people.
  - All existing staff are required to inform Sport Structures of any change in their criminal record. This includes convictions, cautions, arrests and police investigations. Action may be taken as a result of any change or any failure to inform Sport Structures of any change.

#### Induction

- All staff new to the company will receive induction training, this will include company mandatory training that will include the safeguarding and prevent policy, strategy and procedures.
- Regular meetings will be held with the new member of staff and their line manager.
- As part of the induction process, the new member of staff must complete the internal safeguarding training, reading the stator legislation 'Keeping Children Safe in Education 2021' and complete the safeguarding quiz and declaration.

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## Recruitment, Selection and Induction of Learners (Non-Apprenticeships)

### Introduction

Sport Structures offer a wide range of courses to support the development of the sporting community. The recruitment, selection and induction of learners will be dependent on the duration and level of a course and will be adjusted accordingly to meet the requirements of each course. This will be made clear to learners prior to booking to ensure they are able to make informed decisions regarding the suitability of a course to meet their training needs.

### Recruitment of Learners

Courses can be booked directly by individual learners or run as a closed course by a course organiser with pre-identified learners. Details of courses, including duration, format, level, price and learner prerequisites can be found on the Sport Structures website on a dedicated page for every course.

Learner requirements and prerequisites will be specific to each course and may include:

- A minimum age requirement
- Achievement of prior qualifications or certification as part of a development pathway
- Relevant experience, e.g., training for a specific role such as a welfare officer
- Membership of a specific organisation, e.g., a National Governing Body
- English language standard requirements
- Access to technology, such as internet access for online courses
- Ability to provide personal identification

The recruitment of learners will also consider Recognition of Prior Learning (RPL) where appropriate. Further details can be found in the Sport Structures RPL policy.

Any learner requirements and prerequisites will be clearly stated on the Sport Structures website and learners will be asked to acknowledge they meet the criteria upon booking. Where a course is run in partnership with or on behalf of another organisation, such as a National Governing Body (NGB), Sport Structures will work with that organisation to ensure information regarding course requirements, outcomes and progression opportunities are shared with their members.

Learners and course organisers will be able to contact the education department by phone (0121 455 8270) or email ([education@sportstructures.com](mailto:education@sportstructures.com)) if they wish to speak to a member of staff regarding the suitability of a course. This will enable staff to offer guidance and signpost learners to appropriate training opportunities.

### Selection of Learners

It may be necessary to implement an application process for more advanced courses where there are limited places available or there is a need for learners to evidence course prerequisites, such as prior qualifications or experience. Applications will be reviewed by at least two people with the relevant knowledge of the course, for example, approved tutors, assessors, quality assurers, or a member of the relevant NGB.



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Where learners are unsuccessful with their application, Sport Structures will provide feedback and work with learners to identify potential next steps.

### Induction of Learners

Pre-course information will be sent to learners via email or a closed webpage prior to the commencement of all training offered by Sport Structures. This may include any of the following if relevant:

- The date(s) of the course or workshop
- Format of the course (online, virtual classroom, face-to-face, one-to-one, etc) and any relevant access links or venue information
- Assessment format (on-course, video, in-club, portfolio submission, etc) and whether this is the learner's responsibility to organise, plus any deadlines
- Any learning materials relevant to the course
- Any additional supporting materials to support knowledge and understanding (e.g., a link to a relevant website)
- Any relevant policies, (e.g., terms and conditions, data protection, etc)

Tutors and assessors will introduce themselves at the start of the course or workshop and outline the format, the learning outcomes and any assessment processes and criteria. For courses of a longer duration, a separate induction session may be required to allow adequate time to provide all relevant information. Learners on all courses will be encouraged to contact their course tutor or a member of the education team if they require any further clarification or support with any aspect of the course.

### Initial Assessment of Learners

For courses without an application process, the induction process will also include the learners providing some background on their skills and experience to the course tutor. Where an application process has already collected this information, this will be shared with the course tutor. In addition, details of any declared learning or physical disabilities will also be passed to the course tutor to help inform their planning process and ensure the needs of all learners are catered for.

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## Recruitment, Selection and Enrolment of Learners (Apprenticeships)

### Introduction

Sport Structures offer a wide range of on-pitch and off-pitch apprenticeships. The recruitment and selection of apprentices is the responsibility of employers but is facilitated by Sport Structures. The information below details how we facilitate this process and the support we give to ensure a fair, safe and equitable recruitment process that succeeds in offering an individual and excellent career opportunity with a sport and physical activity organisation.

### Recruitment of Learners

Employers interested in taking on an apprentice will contact Sport Structures to recruit or enrol an apprentice on an apprenticeship programme. We have created a helpful guide to support employers in their recruitment and selection of apprentices, incorporating tips and information supporting recruitment practice in (with): the promotion of vacancies, safe recruitment, policies and procedures, inclusivity and equality. This also encourages employers to undertake a Disclosure and Barring Service Check when recruiting a new apprentice. The level of check will be determined by the apprentice's role and responsibilities. If an employer decided to use the National Apprenticeship Vacancy website for recruitment, then Sport Structures will forward applicants who meet the employer's requirements to the employer who will then go through the employer's recruitment process.

If an apprentice expresses an interest in completing an apprenticeship, they are contacted with additional information and signposted towards potential vacancies. Details of our apprenticeships, including duration, format and level can be found on the Sport Structures website.

Learner requirements and prerequisites will be determined by the employer and may be specific to each apprenticeship, examples may include:

- Age 16 or over
- Working predominantly in England
- Not in any other full-time education or training
- Relevant job role to meet apprenticeship KSBs
- Relevant prior knowledge and experience (if necessary)
- Access to technology, such as internet access for online tutor sessions
- Right to work in the UK and ability to provide personal identification and National Insurance number

The recruitment of learners will also consider Recognition of Prior Learning (RPL) where appropriate. Further details can be found in the Sport Structures RPL policy.

Employers and potential apprentices will be able to contact Sport Structures by phone (0121 455 8270) or email ([education@sportstructures.com](mailto:education@sportstructures.com)) if they wish to speak to a member of staff regarding the suitability of a course.

### Selection of Learners

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Apprenticeship applications are initially screened by a member of the Apprenticeships Team based on the employer's requests and suitable candidates are forwarded to the employer. The employer then follows their own recruitment process including conducting interviews with potential apprentices.

Where learners are unsuccessful with their application, they are able to contact Sport Structures who can provide feedback and work with candidates to identify potential next steps.

#### Enrolment and Initial Assessment of Learners

At the start of each apprenticeship, the apprentice will attend an enrolment session with their course tutor and their employer. The session outlines the format of the apprenticeship, EPA requirements, and what is expected from the employer, apprentice, and training provider. All compliance paperwork is completed to document the signed agreements between the employer, apprentice, and training provider.

A member of the Apprenticeships Team will screen the learner's previous knowledge and experience using their Personal Learning Record (PLR) (if available) and this is completed in conjunction with a skills gap analysis to reflect their competence level against each Knowledge, Skill and Behaviour of the Apprenticeship. This information will determine if an apprentice is eligible to complete the apprenticeship and if any Recognised Prior Learning (RPL) needs to be recorded which may mean result in the delivery plan being adapted accordingly.

Initial assessments are conducted to understand the apprentice's starting point and where the required maths and English qualifications aren't achieved or available to evidence, functional skills (FS) will be embedded into the apprenticeship delivery. Information, advice and guidance is given to ensure the programme is right for the apprentice and expectations are understood by all parties. Any barriers that might prevent the apprentice from attending and/or completing their apprenticeship are identified and discussed and details of any declared learning or physical disabilities are captured and shared with the tutor to help inform their planning process and ensure the needs of all apprentices are catered for. The tutor will share their contact details with the apprentice and employer and a follow up apprenticeship session will be organised.

Further details can be found in the Sport Structures Enrolment Procedure.