

Millennium Farm Trust

HR1 Recruitment Policy and Procedure V08

Next review date: June 2027



Version Control

Version number	Date of changes	Who	Review summary
04	Jan 2019	Helen Wilson	Biannual review
05	Nov 2020	Nicky Hunter	Updated guidance for safer recruitment
06	Jan 2021	Helen Wilson	Biannual review
06	Feb 2024	Tim Freathy	Review. Reworking to include specific reference to safer recruiting practices.
07	May 2025	Tim Freathy	Addition of safer recruitment check list.
08	July 2026	Tim Freathy	Review following KCSiE 2026

SAFER RECRUITMENT POLICY AND PROCEDURE

1. Policy

This policy has been developed in accordance with:

- Keeping Children Safe in Education (2026)
- Working Together to Safeguard Children (2023)
- Safeguarding Vulnerable Groups Act 2006
- Rehabilitation of Offenders Act 1974 (Exceptions Order)
- Equality Act 2010
- Data Protection Act 2018 and UK GDPR

Depden Care Farm is the trading name for Millennium Farm Trust.

There is a need to have a clear policy and workable practices to ensure that recruitment of staff is legal, fair, encompasses good practice, takes into account the Safeguarding and Equal Opportunities Policies of MILLENNIUM FARM TRUST, and follows safer recruitment best practices.

This policy and procedure is aimed at ensuring that adults at risk, children and young people, when placed in the care of Millennium Farm Trust, are treated with respect, free from all forms of abuse or mistreatment. Rigorously implementing safe recruitment and selection procedures will help to deter, reject or identify people who might abuse the vulnerable.

Millennium Farm Trust is committed to creating a culture of vigilance and safeguarding. Recruitment decisions are based not only on competence and experience but also on values, attitudes and behaviours consistent with safeguarding children, young people and adults at risk. Any concerns identified during the recruitment process will be explored and may result in a conditional offer being withdrawn where appropriate.

This policy and practice will be followed through for recruitment to all posts, except where exceptional circumstances prevail. In these cases, the reason for not following the policy will be approved by the Director, communicated to the Chair of the Trustees and explained to staff prior to any action being taken.

Failure to adhere to this policy is a disciplinary offence.

What follows is a detailed outline describing the recruitment process. A flow chart is provided on page 9.

Safer recruitment checklist is at annex a.

1.1 Scope

This policy applies to the recruitment and appointment of all employees, volunteers, trustees, contractors, agency staff and any other individuals engaged to undertake work on behalf of Millennium Farm Trust. All appointments will be made in accordance with the principles of safer recruitment. The level of pre-employment checks undertaken will be proportionate to the duties of the role and will comply with relevant legislation and safeguarding guidance, particularly where the role involves contact with children, young people or adults at risk.

2. Recruitment and selection procedure

Preparing the Recruitment Process

The recruitment schedule should be carefully planned and timed, bearing in mind the following factors:

- leaving date of previous post holder
- the preferred date for the start of the new appointee. If this is a new post the date may be influenced by budget considerations
- dates for advertising taking account of the issue dates of monthly and weekly publications
- closing date and time for applications
- short listing
- interviews and selection
- rooms to be used and their availability

Advertisement

Careful consideration needs to be given to the wording and placement of the advertisement. The content of the advertisement should be based on the Job Profile (main function of the post) and Person Specification (detailing the main appointment criteria).

If positive action is being used (specifically a female/male worker or an ethnic minority worker) then the appropriate legislative reference should be detailed.

Informal discussions and visits by interested applicants will be offered to all candidates.

When placing advertisements, reduced costs should be negotiated with the journal, particularly a charity discount, VAT exemption and early payment discount.

Advertisements should contain the following:

- job title
- MILLENNIUM FARM TRUST details, including charity number and logo/strapline
- broad aims and responsibilities of the job
- qualifications required and expected level of experience
- must distinguish between the essential and desirable attributes
- State our commitment to safeguarding and requirement for background checks in every advert.
- salary and benefits
- manner in which applications are to be made
- a closing date
- how to apply
- "MILLENNIUM FARM TRUST is committed to the safeguarding adults at risk, children and young people".

If there are significant cost implications that make this impossible then this must be prominently displayed in the covering letter and information sent to candidates.

Job Description

All posts will have a full job profile prepared, detailing:

- the job title
- salary
- work location
- accountability
- responsibility
- the main function(s) of the post
- Explicitly reference safeguarding responsibilities.
- working hours
- a full description of the duties

The MILLENNIUM FARM TRUST format, detailed below must be followed. The Job Profile will be kept up to date, which will involve regular reviews between the postholder and line manager.

Person Specification

From the job profile a person specification can be drawn up. This will detail the minimum required from the post holder:

- Qualification
- Experience
- Knowledge
- Skills and Abilities
- Other

The majority of these will be essential requirements, but there may also be some desirable criteria. The criteria will be listed in the order of importance.

Essential criteria are those without which the postholder could not undertake the job. Desirable criteria are additional areas which the postholder will need to have, but not necessarily in order to be appointed. The criteria must be fair and not contain any element which could be discriminatory.

All job descriptions must contain an appropriate commitment to safeguarding and safeguarding training.

Because the minimum essential requirements are stated in the person specification, they must be met for an individual to be considered for interview/appointment (otherwise they cannot be considered an essential requirement of the post).

Note: Both the Job Profile and Person Specification will be prepared by the line manager in conjunction with the Director. This will ensure consistency of standard and style across Millennium Farm Trust.

Application

The MILLENNIUM FARM TRUST Application Form (see annex b) will be used as standard for all posts.

Rehabilitation of Offenders

As MILLENNIUM FARM TRUST works with adults at risk, young people and occasionally, children. All applicants will be asked to declare criminal convictions, disqualifications, sanctions and suitability to work with children. This is permitted under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975. A separate form will ask for details of criminal convictions (current and 'spent'). This will only be made available to the line manager in the event of an appointment being considered.

Application Pack

The following are standard items that will be included in the Application packs to be sent out to applicants:-

Application form and guidelines
Job Description
Current Newsletter and Brochure
Location Map
Other items deemed appropriate.

Closing Date

The advertisement should be allowed to run for a minimum period of two weeks, to allow time for individuals to request an application form and to return it within the time scale stated. No returned applications should be considered until after the closing date.

Applications will be recorded when received, and the response to journals monitored. Declaration of Convictions Forms will be removed from the application form prior to shortlisting.

Short listing

The short listing and interview panel will be at least two people and should comprise the same people if possible. If this is not possible, then at least a core majority should be involved in both parts of the process. Panel members must have sufficient knowledge of the area of work of the post to be able to assess the applications.

At least one member of the panel will have completed safer recruitment training appropriate to their role.

The panel will shortlist on the criteria indicated on the Person Specification. All members of the shortlisting panel should have the opportunity of reading the applications fully to assess whether each applicant does or does not meet the criteria (both essential and desirable).

A form (copy attached) has been prepared to enable consistency of approach. The form will detail the selection criteria which can be judged from the application form. Only the information contained in the application form can be considered. Any personal knowledge of an applicant or information which is implied cannot be considered.

Once each member of the shortlisting panel has had the opportunity of reading all the application forms and has reached their own decision about whether or not to shortlist each applicant, the whole panel should meet together to finalise the shortlist.

Panel members must declare their knowledge of any of the applicants to the other panel members. Initially, the panel should consider only the essential criteria, and where there is full agreement that an applicant meets the criteria, they should be called for interview. Where there is full agreement that an applicant has not met the essential criteria, it should be confirmed what areas it was considered that the applicant failed to adequately meet (for feedback if requested) and the application rejected.

The shortlisting meeting should also meet to determine any pre-interview tasks/tests and the interview questions. Panel members, particularly the line manager, should come to the shortlisting meeting having prepared some question areas for consideration.

Short listed Candidates

Short listed applicants must be informed by phone at first before sending a confirmation letter. All care must be taken to arrange convenient times for each applicant but this may not always be possible.

Shortlisted candidates must also be reminded at this stage that they must bring two forms of proof of identity with them to the interview. At least one of these must have a recent/recognisable photograph of the person on it, ideally passport and driving licence. The other should be proof of their address e.g. a recent utility bill.

If proof of their right to work is required it should also be produced at this stage.

Additional information can be supplied to shortlisted candidates, and this should be sent with sufficient time for it to be read.

Suitable rooms should be booked for tasks/tests. The interview candidate should be seated at the same level as the panel (unless someone needs to sit on a particular type of chair).

Selection Tasks (*if applicable to post*)

For some posts it may be appropriate to set pre or post interview tasks or tests. For example, it is quite appropriate to ask someone being considered for a typing job to undertake a typing test. These can then assist the interviewing panel in measuring how well a candidate meets the appointment criteria. The time allocated to pre-interview tests significantly reduces the time spent during the interview covering the same question areas.

Selection tasks and tests must be very carefully designed to ensure that they are job related, fair, can be managed within the time set, applied consistently and are measurable. If 'failing' at a test means that the candidate does not go forward for interview, shortlisted applicants must be informed of this possibility.

If a task has been set for the applicant to bring to the interview, sufficient information must be supplied to enable the task to be completed, or if personal research is required, that sufficient time is given for this to be undertaken.

Interviews

Interviews will normally take place face-to-face. Remote interviews may be used where appropriate but will not replace identity verification.

The interview panel should comprise the same members as the shortlisting panel. At least one member will have completed safer recruitment training appropriate to their role.

A panel of a minimum of two and maximum of four people will interview applicants and where possible try to have a panel incorporating a balance in gender, race and specialist knowledge of the job. Applicants should be informed if more than 3 people will be involved in any part of the interview process and the reason for this.

Proof of identity will be checked at interview stage, using the appropriate Group 1 original documents set out in DBS checks process e.g. Drivers Licence, Passport, Utility Bill etc. One must include a recent photograph and proof of address.

Questions

Question areas must relate directly to the person specification and no new criteria can be introduced at this stage. All interview candidates must be asked the same question areas, although the way the question is asked may be amended slightly to reflect the differing experiences of the candidates. Supplementary questions on the same question area to clarify or go into more depth are acceptable. Question areas outside of the appointment criteria cannot be used to assess the suitability of the candidate, however interesting the information given. On no account must questions be asked which may be discriminatory, directly or indirectly.

Safeguarding issues to be explored include:

- Any gaps in employment or education history are explored and evidenced
- Concerns and/or discrepancies in information provided by the candidate and/or referee are explored and evidenced.
- Questions relating to safeguarding may include professional boundaries, whistleblowing, recognizing abuse, managing allegations and appropriate behaviour.
- Candidates will be given the opportunity to disclose information relevant to their suitability to work with children or adults at risk before DBS information is received.
- Personal interview questions form part of the interview

It is the responsibility of the panel chair to ensure that the interviews are consistent and run as near to time as possible. All the criteria on the personnel specification must be tested, whether from the application form, by direct question or task/test performed.

Notes taken at interview

Each panel member should keep notes of the interview. An Assessment Form is enclosed for panel members to rate their scoring of each applicant on the various questions asked. The scoring is based on a scale of 1-10 with 10 being excellent and 1 being poor.

At the end of the interview, when a decision has been reached on who to appoint, all interview notes, scoring sheets, copies of application forms etc must be passed on to the Information Manager for processing appropriately in accordance with the Data Protection Act. These notes are retained and destroyed after six months. Notes for successful candidates are held for the duration of their employment/involvement with MILLENNIUM FARM TRUST.

Making the Decision

At the conclusion of all interviews the panel will discuss each candidate, total up scoring sheets and judge the responses to questions in order to assess whether each candidate has met all the essential criteria or not. The panel are matching the candidate to the person specification, not comparing one candidate to another.

Where it is agreed that a candidate did not meet the essential criteria and therefore cannot be considered for appointment, notes should be made on their application form detailing the reasons for non-appointment.

Where there is only one candidate, this person should be offered the post. If there are more than one candidate who meets all the essential criteria, the desirable criteria should be examined and the candidate who meets most of the desirable criteria should be the successful applicant.

It must be clear on the interview notes why a particular candidate was selected for appointment and why the others were not, in case there is an enquiry from one of the candidates as to why they were not selected. The panel notes and summary will be kept in case feedback is requested by an unsuccessful candidate.

Where more than one candidate meets all the essential and desirable criteria, the criteria should be examined more closely to ensure accuracy and fairness.

Where more than one candidate is considered suitable for appointment, the unsuccessful candidate(s) can be held as reserve candidates should the successful candidate not take up the post, or if another identical post becomes vacant. The 'reserve' candidates can be held for a period of three months. If a vacancy occurs after that time, the recruitment process should commence from scratch.

Offering the Post

The line manager should make contact with the selected candidate. A provisional start date should be agreed with both parties during this phone call. Any offer of appointment is subject to receipt of satisfactory references and to satisfactory medical clearance (if applicable) and enhanced DBS check. The verbal offer will be followed up with an offer letter.

Data Protection for Applicants

All applicants will be informed that their personal information will be kept securely during the application process and that if they are unsuccessful this will be disposed of within two weeks of the end of the application process.

Successful applicants need to be made aware that their application and interview data will be stored in their personal file with other information required for their employment. This will be updated annually to check it is correct. It will be stored indefinitely in case of issues or claims following their employment. The data will be stored in a secure paper or password protected electronic filing system.

Safer Recruitment and Pre-employment Checks.

Safeguarding is at the centre of everything Millennium Farm Trust does, including recruiting and retaining staff. Adhering to safer recruitment best practice and guidelines set out by Suffolk County Council will help deter, reject or identify people who might put service users at risk. All recruiting managers will act reasonably in making decisions about the suitability of prospective employees based on checks and evidence including identity checks, record checks, references and information gathered at interview.

At least one member of any recruitment panel must have received appropriate safeguarding training.

Pre-employment Checks

Before any appointment is confirmed, Millennium Farm Trust will ensure that all appropriate pre-employment safeguarding checks have been satisfactorily completed. The checks undertaken will be proportionate to the duties of the role and will comply with current legislation and safeguarding guidance.

Depending on the nature of the post, these checks may include:

- Verification of the applicant's identity.
- Verification of the applicant's right to work in the United Kingdom.
- Verification of relevant professional qualifications and professional registration where these are required for the role.
- Receipt of at least two satisfactory references, including one from the applicant's current or most recent employer.
- An Enhanced Disclosure and Barring Service (DBS) check, including a Children's Barred List check where the role constitutes regulated activity with children, or an Adults' Barred List check where the role constitutes regulated activity with adults at risk.
- A check of the DBS Update Service where a valid subscription is held and this is appropriate.
- A Prohibition from Teaching check where the role involves formal teaching work and such a check is required by legislation.
- Overseas criminal record checks, certificates of good conduct or other appropriate checks where an applicant has lived or worked outside the United Kingdom.
- Verification of medical fitness for the role where appropriate and in accordance with the Equality Act 2010.
- Any additional checks required by legislation or considered necessary following a risk assessment.

No individual will commence work in regulated activity until all mandatory safeguarding checks have been satisfactorily completed or, in exceptional circumstances, a documented risk assessment has been undertaken and appropriate safeguarding measures have been put in place.

These checks are explained in the following paragraphs. The recruiting line manager should actively manage the progress of pre-employment checks to ensure that the checks have been completed before the applicant starts work. A checklist is provided in Appendix 1. The outcomes of all checks will be recorded in our Single Central Record. A thorough risk assessment will be undertaken when considering allowing an applicant to start work while any pre-employment checks remain outstanding and additional supervision may be necessary if this is agreed.

The Trust will seek written confirmation from any employment agency that it uses (for example, to obtain support workers) that the agency has undertaken all necessary pre-employment checks.

References

At least two references will be obtained, one of which must be from the applicant's current or most recent employer. References should be obtained before interview where possible and any discrepancies explored during the interview. All reference should be obtained directly from the referees, one of which should be from the applicants current or latest employer.

Where a reference has been received after the interview, a poor reference should be queried by the line manager and this can be a reason for withdrawing an offer of appointment.

Referees are specifically asked questions in relation to:

- Their perception of the candidate's suitability to work with children/young people

- Whether they have any concerns about the candidate working with that particular client group
- Whether they have any knowledge of the candidate having been personally investigated over safeguarding issues.

Identity

Recruiting managers should verify a candidate's identity, preferably from current photographic ID and proof of address. Ideally this will be passport, driving license and recent utility bill.

DBS checks will be done prior to commencement of work. In the event that a DBS check response has not been received before the candidate's start date the line manager will individually risk assess the situation to ensure safety of staff, the new staff member, adults at risk, children and young people.

While waiting for a DBS check to be returned it is never permitted for the member of staff to work with adults at risk, children/young people or sensitive material without being supervised by another DBS cleared staff member.

If the applicant subscribes to the DBS update service and status can be checked, this would be an acceptable alternative.

Where candidates are from overseas, overseas criminal record checks and certificates of good conduct will be sought where appropriate.

Online Searches

As part of its commitment to safer recruitment, Millennium Farm Trust may undertake proportionate online searches of publicly available information relating to shortlisted candidates where the role involves working with children, young people or adults at risk. The purpose of such searches is to identify any publicly available information that may be relevant to the candidate's suitability for the role or that may require further exploration at interview. Any information identified through an online search that raises safeguarding concerns or appears inconsistent with information provided by the candidate will be discussed with the candidate and the outcome recorded as part of the recruitment decision. Online searches will only consider publicly available information and will be conducted fairly, consistently and in accordance with data protection legislation.

Health

Once a conditional offer of employment has been made, candidates will be asked to self-certify that they have fitness levels required for the post or identify reasonable adjustments. They will be asked to state if you have any disabilities and invited to suggest adjustments.

If they have a pre-existing medical condition that could affect your ability to do your job, candidates may be required to undergo a medical examination by an occupational health professional of the Company's choice.

Right to work in the UK

Under the Immigration, Asylum and Nationality Act 2006, employers are required to verify an employee's right to work in the UK before employment begins. MFT will check, copy and retain evidence of documents described in the Home Office Employers Guide to Right to Work Checklist.

Professional Qualifications

Recruiting managers will ask to see original or certified copies of all relevant professional qualifications described in the candidate's application form, particularly where these have been stated as 'essential' criteria on the person specification or the post.

Single Central Record

Millennium Farm Trust will maintain a Single Central Record of all employees, volunteers and others engaged in regulated activity, recording the completion of identity checks, right to work, references, DBS and Barred List checks (where applicable), qualifications, safeguarding training and other required pre-employment checks. The record will be maintained by the Director (or nominated officer) and reviewed periodically to ensure continued compliance.

Volunteers, Contractors, Agency Staff and Trustees

Millennium Farm Trust is committed to applying the principles of safer recruitment to everyone engaged in work on behalf of the Trust, whether in a paid or unpaid capacity. The level of pre-engagement checks undertaken will be proportionate to the nature of the role, the level of responsibility and the degree of contact with children, young people and adults at risk.

Volunteers will be recruited and inducted using the same safeguarding principles as employed staff. They will complete an application process appropriate to the role, provide suitable references where required, undergo identity verification and receive an appropriate DBS check where the role is eligible. All volunteers will receive safeguarding induction and training appropriate to their responsibilities and will be supervised in accordance with the level of risk associated with their role.

Where contractors or agency staff are engaged in regulated activity or have the opportunity for regular contact with children, young people or adults at risk, Millennium Farm Trust will obtain written confirmation that all required safer recruitment checks, including an Enhanced DBS check with Children's Barred List check where appropriate, have been completed before work commences. Where appropriate, evidence of these checks may be requested.

Trustees will be recruited in accordance with the Charity Commission's guidance and Millennium Farm Trust's governance procedures. They will receive an appropriate safeguarding induction and, where their role is eligible or involves regulated activity, will be subject to the same safeguarding checks as other members of the organisation.

The completion of all required safer recruitment checks for employees, volunteers and others undertaking regulated activity will be recorded on Millennium Farm Trust's Single Central Record.

Appeal Process

Both successful and unsuccessful candidates are able to request and to receive feedback on

their application form, tasks/presentation and interview. This should be provided by the line manager present during the interviews. They can also request to see any written notes.

Where a candidate considers that they have not been dealt with fairly, at any stage of the recruitment process, their complaint must be put in writing, initially to the Director. If the Director has been involved in the recruitment process, then the matter will be referred to the Chair of the Trustees.

Note: All documentation relating to the recruitment process will be retained following completion of the process for a maximum period of six months, following which all papers will be destroyed as confidential waste.

Induction

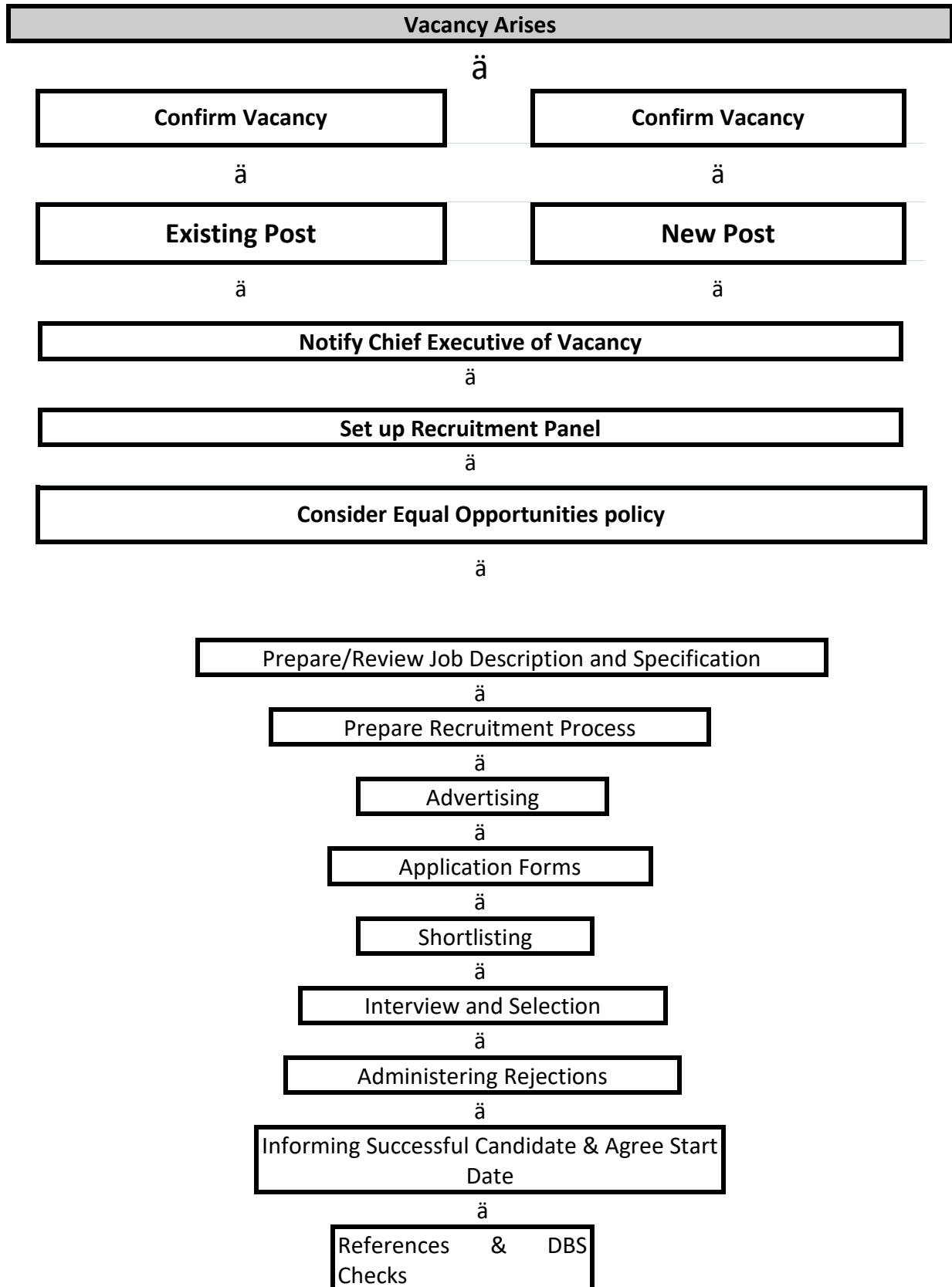
The Line Manager will ensure that every new employee, volunteer and, where appropriate, contractor completes a structured induction programme before working unsupervised with children, young people or adults at risk. The induction will include an introduction to Millennium Farm Trust's values, policies and procedures, safeguarding responsibilities, reporting procedures, whistleblowing arrangements, professional boundaries, the staff Code of Conduct, health and safety, and any role-specific training required. New starters will be required to read and acknowledge key safeguarding policies and will receive appropriate supervision and support throughout their probationary period. Induction will be regarded as complete only when all mandatory training has been undertaken and the Line Manager is satisfied that the individual understands and is able to fulfil their safeguarding responsibilities.

Probationary Period

All new employees will be subject to a probationary period in accordance with their contract of employment. During this period, their performance, conduct and suitability for the role will be regularly reviewed. This will include assessment of their safeguarding practice, professional conduct, adherence to Millennium Farm Trust's policies and procedures, and their ability to demonstrate the values and behaviours expected when working with children, young people and adults at risk. Successful completion of probation will be subject to satisfactory performance in all of these areas.

PROCESS

The recruitment process within Millennium Farm Trust will generally follow the following guidelines.



ä

Arrange induction

Candidate Short-listing Form

Vacancy:

Candidate Name:

Short-listing Date:

<u>Short-listing Criteria</u>	Panel Names			
Essential				
Desirable				
Final Decision (U, P, D)				
	Unsuitable		Possible	
	<i>Falls short of standard required for the role.</i>		<i>Partially meets standard for the role</i>	
	U		P	

MILLENNIUM FARM TRUST

INTERVIEW ASSESSMENT SHEET

[Post]

Name	Qualification	Experience	Knowledge	Skills & Abilities	Others

Scoring on a scale of 1-10

1 = does not meet at all

10 = meets completely

MILLENNIUM FARM TRUST

INTERVIEW CANDIDATE SUMMARY SHEET

Post:

Candidate _____ Interview Date

Interview Panel:

Decision: Candidate Appointed/Unsuccessful/Reserve Candidate

Reason(s) for decision:

Candidate informed of decision? Yes/No When and by whom?

Offer subject to receipt of satisfactory references, medicals and Disclosure? Yes/No

Any special instructions?

Appointment authorised by _____ Date _____

(signed)

Follow-up Action:

Contract issued (date)

References requested (date)

Start Date:

Annex A - Depden Care Farm – Safer Recruitment Compliance Checklist

Purpose: To ensure all recruitment and employment practices meet statutory safeguarding requirements and the SSP's Key Safeguarding Employment Standards.

Scope: Applies to all staff, trustees, and volunteers engaged in regulated activity with children, young people, or vulnerable adults.

1. Pre-Recruitment Planning

Step	Action	Evidence / Notes	Completed (✓)
1.1	Develop a clear job description and person specification including safeguarding responsibilities.	Signed and dated copy on file.	
1.2	Approve advertisement wording stating safeguarding as a priority and requirement for background checks.	Copy of advert.	
1.3	Decide salary, contract type, probation period and how safeguarding performance will be assessed during probation.	HR records.	

2. Application & Shortlisting

Step	Action	Evidence / Notes	Completed (✓)
2.1	Use standardised application forms requiring full employment history and explanation of gaps.	Forms retained securely.	
2.2	Include a statement of applicant's understanding of safeguarding responsibilities .	Completed forms on file.	
2.3	Shortlist applicants using criteria aligned with the job description and person specification.	Shortlisting matrix retained.	

3. Pre-Employment Checks

Step	Action	Evidence / Notes	Completed (✓)
3.1	Obtain at least two references , one from the most recent employer. Follow up verbally if necessary.	Reference letters / notes of verbal calls.	
3.2	Check identity using official documents (passport, driving licence, birth certificate).	Copies on file.	
3.3	Verify right to work in the UK .	Copies of documents.	
3.4	Conduct enhanced DBS check , including barred list where applicable.	DBS certificate copy / DBS Update Service check.	

Step	Action	Evidence / Notes	Completed (✓)
3.5	Obtain overseas police checks if applicant lived abroad in the last 10 years.	Certificates / confirmation letters.	
3.6	Ensure health declaration confirms suitability for role.	Completed occupational health form if used.	

4. Interview & Assessment

Step	Action	Evidence / Notes	Completed (✓)
4.1	Conduct structured face-to-face interview (or virtual if necessary) with at least two interviewers.	Interview notes retained.	
4.2	Include questions on safeguarding knowledge and experience . Questions may explore professional boundaries, whistle blowing, recognising abuse, managing allegations and appropriate behaviour.	Record responses.	
4.3	Assess competence and attitude towards safeguarding .	Panel scoring matrix.	
4.4	Make final decision based on merit and safeguarding criteria .	Record decision rationale.	

5. Conditional Offer & Contract

Step	Action	Evidence / Notes	Completed (✓)
5.1	Issue conditional offer subject to satisfactory pre-employment checks.	Offer letter on file.	
5.2	Include safeguarding as a contractual requirement .	Signed contract.	
5.3	Set probation period with safeguarding review .	Probation plan.	

6. Induction & Ongoing Compliance

Step	Action	Evidence / Notes	Completed (✓)
6.1	Provide safeguarding induction covering: policies, reporting lines, code of conduct, whistleblowing.	Induction checklist signed.	
6.2	Ensure staff/volunteers read and acknowledge relevant policies.	Signed policy acknowledgement forms.	
6.3	Assign line manager / mentor for supervision and safeguarding support.	Supervision schedule.	

Step	Action	Evidence / Notes	Completed (✓)
6.4	Register staff/volunteers for ongoing safeguarding training .	Training records updated.	
6.5	Embed safeguarding discussion in performance reviews .	Appraisal records.	

7. Record Keeping & Audit

Step	Action	Evidence / Notes	Completed (✓)
7.1	Maintain a Single Central Record (SCR) including: DBS, references, ID checks, training, induction, employment history.	SCR up to date.	
7.2	Store all documents securely and confidentially .	File audit trail.	
7.3	Conduct annual audit of all staff and volunteer safer recruitment records.	Audit report to board.	
7.4	Ensure board/trustees receive annual safeguarding report highlighting compliance.	Board minutes.	