

## Safer Recruitment Policy

<b>Date of last review</b>	February 2026	<b>Reviewed by</b>	Head of Foundation
<b>Date of next review</b>	February 2027	<b>To be reviewed by</b>	Head of Foundation

### AIMS OF THIS POLICY

Cambridge United Foundation (CUF) aims to recruit the best possible candidates for all positions, from trustees to staff and including volunteers. By adhering to this recruitment policy, we ensure that our practices reflect good practice and are free from bias and discrimination.

CUF recognises that it is unlawful for an employer to discriminate against a candidate for a job/position because of their age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, marriage or civil partnership, pregnancy, or maternity in any part of the recruitment process.

This policy relates to all stages of recruitment - from identifying the need for a post to taking up references of the candidate. Therefore, this policy is completely adherent to CUF's Equality Policy.

### IDENTIFYING THE NEED

An analysis of the requirements of the role and the approval of the process will be made by the Head of Foundation, or by the Board of Trustees in the case of appointing the Head of Foundation.

Prior to any recruitment, decisions will be made about the following:

- Recruitment budget available (for advertising etc.)
- Budget available to support contractual hours required
- Whether the post can be part time/ full time/ job share / voluntary
- Contract type
- Timescales and key dates, including closing date for applications, and interview dates
- Advertising media to be used
- Application format
- Interview panel members and format of interview
- Checks required

### DRAWING UP A JOB DESCRIPTION AND PERSON SPECIFICATION

A job description will be drawn up which will include information on the following:

- Position/role title
- Type of contract
- Number of working hours per week
- Main purpose of job
- The duties and responsibilities involved (including budgetary responsibilities if any)
- Level of decision making
- Working relationships with others
- The location of the workplace
- Salary and benefits (include job grade if appropriate)
- Line manager or key contacts name and position

A person specification will also be drawn up, which will detail essential and desirable:

- Abilities
- Characteristics
- Qualifications
- Experience

The essential and desirable criteria will then form a checklist against which applications can be objectively judged in order to draw up a shortlist.

Any criteria must be free from indirect or direct discrimination. (Indirect discrimination is using a requirement which will make it difficult for people of a particular gender, culture, or age to apply).

## ADVERTISING

Generally, adverts are circulated internally within CUF and CUFC for an initial short period to give opportunity to existing staff to apply for posts. Once this period ends, if there is either a lack of sufficient interest or a lack of appropriate candidates, the post will be advertised externally.

In general, advertisements for posts at CUF will contain information on the following:

- Employer
- Position title
- The location of the workplace
- Type of contract
- Number of hours
- Salary and benefits
- A job description (the length and content of this may vary with each individual position)
- Contact name and details to request further information
- Closing date for applications
- Reference to the fact that the organisation respects and adheres to Equal Opportunities legislation, in particular the [Equality Act 2010](#)
- Information on what a candidate must provide to be considered for the job (e.g. CV/cover Letter)

Externally advertised posts will be advertised in appropriate media and those considered will include match day programmes, the Football Club website, and use of our social media channels. CUF will also consider using more traditional newspaper adverts, Job Centres, appropriate recruitment websites.

## RECEIVING APPLICATIONS

On receipt of applications, CUF will list all applications received and securely store them until the deadline date. Copies will be made for each member of the shortlisting group. Original copies will be retained securely and all people carrying out shortlisting are instructed to keep the information secure.

## SHORTLISTING AND NOTIFYING CANDIDATES

All applications will be read through by members of the interview panel, and members of the interview panel will come to a consensus about which candidates are most suitable for the post. This will be decided by comparing each candidate to the initial job description to ascertain which candidates are most suitable to the previously determined criteria.

As part of our safer recruitment process, we may conduct proportionate online searches of publicly available information about shortlisted candidates.

Shortlisted candidates will then be notified that they have been shortlisted for the role, and informed of the date, time, location, and format of the interview. Candidates who are not shortlisted will be informed that they have not been successful and will be offered the chance to request feedback on this decision.

## ASSESSMENT PROCESS

Most assessment processes will be via interview. In deciding the interview format, the organisation will consider the most appropriate way of testing the suitability of the candidate. Decisions about successful candidates will be made through consensus by the interview panel on consideration of the responses to tasks and questions set and will be based on the best person for the job.

Interview preparation to ensure that candidate suitability is measured as accurately as possible will include:

- Selection and briefing of interview panel and agreeing upon roles
- Deciding upon format of interviews to provide the most appropriate ways of testing the candidates (including: interview, practical test, discussion group, presentation)

- Deciding upon interview questions, weighting those questions as appropriate and forming into an interview marking grid
- Conducting interviews equitably
- Deciding upon the format for briefing candidates about CUF
- Giving opportunities for candidates to ask questions
- Informing candidates of timescales for making decisions
- Clarification of information in the candidate's application (e.g., any gaps in employment and confirm factual information)

Interview panel members will be selected on the basis of suitability and collectively and should be representative of the wider community so that gender and racial bias is reduced.

Interviewers will treat each candidate equally by interviewing them on the basis of the person specification and prepared questions. CUF recognises that this structure is important, as it will reduce bias towards any of the candidates.

In reaching the decision for the successful candidate, it should be the best person for the job. The interview panel should be clear about how the decision was reached and CUF will request reports from each panel member on how this decision was made to ensure that this is documented. These reports will not be shared with other panel members to ensure that they are truly representative of each individual panel member's views.

## **MAKING THE JOB OFFER**

The successful candidate will be verbally offered the post by one of the interview panel, but this offer will be subject to satisfactory references and, if necessary, a satisfactory DBS check, of which the candidate will be made aware. A start date will then be agreed, and the offer will be confirmed in writing. The candidate will be asked to sign a copy as acceptance of the post and return.

Unsuccessful candidates will be informed once the successful applicant has accepted the position. Feedback will be offered on their interview performance on request.

## **REFERENCES AND CHECKS**

References and checks are important to ensure our commitment to safeguarding is upheld through our recruitment process. Where trustees are appointed, they have an additional check to ensure they are not disqualified from being a trustee.

References will be requested immediately after the successful candidate has been offered the post, and verbally accepts this offer, unless these have been taken up at an earlier stage of the recruitment process, subject to permission from the candidate. Referees will be asked to respond via a specific form and to provide information on: absence over the past 3 years, confirmation that the person has worked there/known to them and for how long, absence record, honesty, capability, suitability for the new role, and any concerns.

In addition, the new trustee, staff member or volunteer will be asked to provide a self-declaration about former convictions whilst their DBS check is conducted. For any individual that will be working directly with children they must also have their Safeguarding Children qualification and Emergency First Aid qualification. CUF will request the appropriate certificates which verify the candidate having these qualifications, with copies being made and kept in a secure file. Trustees will also be expected to complete mandatory safeguarding training at an appropriate level, that must be kept up to date.

## **DISCLOSURE AND BARRING PROCEDURE**

Before any full-time, part-time staff or volunteers (including Trustee) are formally recruited by the CUF, CUF's Operations Manager (OM) shall apply for a DBS check to be obtained from the FA in relation to the prospective person. They will be sent instructions by the OM to set up an account with the FA and will follow the FA's process of submitting an application for the DBS check. Once they have completed their application, the prospective trustee/member of staff/volunteer will provide the documents that they have selected to provide

from the FA's approved list to the OM. The prospective trustee/member of staff/volunteer may provide such documents as their passport, driving license, a recent household bill, or other official documents from which the FA accepts in order to verify their identity.

Only once these documents have been sent to the FA and a DBS check has been completed, with approval from The FA, will the prospective trustee/member of staff/volunteer have their employment or placement formalized by CUF. A record of the DBS certificate number and date of issue will then be kept on the Single Central Record for Safeguarding, within a secure folder on the Foundation's cloud. If they have disclosures on their DBS then the SO along with the OM will write a Risk Assessment for that individual, which will be shared with them.

If a school ask for the DBS Certificate for a staff member or volunteer, then they should be sent this policy, which is in line with KCSIE.

This process is repeated every 3 years to ensure that CUF keep all employees' and volunteers' DBS checks up to date and meet all regulations in regards to these.

Throughout the employee's or volunteer's period of employment/placement at CUF, the Safeguarding Officer (SO) is in constant dialogue with The FA to ensure that any new information or issues that arise in regards to the employee are identified immediately, with appropriate action also taken instantly by the SO, ensuring complete confidentiality where necessary.

If there are any concerns about the references/checks that are received, the situation will be considered by the Board of Trustees who will consider withdrawing the job offer.

## **RETENTION OF PAPERWORK**

All documentation relating to the recruitment process will be retained for a minimum period of 6 months. Candidates' personal documentation will then be confidentially disposed of, unless agreed to remain on BreatheHR.

## **MONITORING AND REVIEWING THE POLICY**

After each recruitment, the interview panel members will reflect on the process. Where actions are identified to improve the process, the Board of Trustees can be engaged to review its effectiveness in attracting good quality candidates, analysing the following aspects:

- Content and placement of the advert
- Effectiveness of the scoring grid in aiding shortlisting
- Appropriateness of candidate testing (i.e., did the interview format draw out candidate's skills and experience?)
- Analysis of the personal information to see if candidates from a range of backgrounds are attracted to positions.

In addition, this policy will be formally reviewed at least every 2 years to ensure it remains up to date and compliant with the law and best practice.

Cambridge United Foundation is committed to promoting equality of opportunity for all staff, volunteers, and job applicants. We aim to create a supportive and inclusive working environment in which all individuals can make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit. We do not discriminate on the basis of age, race, nationality, ethnic origin, religious or political belief or affiliation, trade union membership, sex, gender reassignment, gender identity, marriage and civil partnership status, pregnancy and maternity, sexual orientation, disability, socio-economic background or any other inappropriate distinction or characteristic covered by the Equality Act 2010.