



Recruitment and Selection Policy

Purpose

The purpose of this policy is to provide a clear, fair and consistent framework for the recruitment and selection of staff at LandWorks and to ensure that recruitment decisions are made safely, lawfully, transparently and in accordance with LandWorks' commitment to equality, safeguarding and inclusion.

Scope

The policy applies to all employees, trustees and associates of LandWorks who may be involved in the recruitment and selection processes across the charity.

Opening Statement and principles

The policy describes our processes for attracting and selecting candidates for staff vacancies at LandWorks.

LandWorks is committed to attracting, selecting and retaining staff who will positively and successfully contribute to providing our beneficiaries with high-quality experience. As a purpose-driven organisation, a motivated and dedicated workforce with appropriate knowledge, skills, experience and ability to do the job is critical to our continued success and fundamental to supporting positive outcomes for our trainees and their families. We will support all staff with appropriate training and supervision, to promote job satisfaction and to progress through their employment at LandWorks and beyond.

The charity will seek to recruit the best candidates for jobs based on suitability, and everyone involved in hiring people for LandWorks should be confident of their ability to conduct a professional, well planned and discrimination-free recruitment process.

LandWorks will treat all candidates fairly and equitably, with respect and courtesy, aiming to ensure that the candidate's experience is positive, irrespective of the outcome.

LandWorks is committed to equality of opportunity throughout recruitment and selection and will not unlawfully discriminate against applicants. Selection decisions will be based on objective, role-related criteria. Reasonable adjustments will be made where required to enable disabled applicants to participate fairly in the recruitment process.

LandWorks is committed to safer recruitment practices, as part of its overall approach to safeguarding our beneficiaries, staff, volunteers and everyone who has contact with the charity.

Where criminal record information or a DBS check is relevant to a role, LandWorks will only request information or checks that it is legally entitled to obtain. Having a criminal record will not automatically prevent appointment. Relevant information will be considered fairly, proportionately and on an individual basis in accordance with LandWorks' Recruitment of Staff, Volunteers and Trustees with Criminal Records Policy.

All personal information collected during recruitment will be treated confidentially and processed in accordance with LandWorks' Data Protection Policy and Data Retention Policy. This policy should be read alongside our other policies including:

1. Equal Opportunities and Diversity Policy
2. Safeguarding Policy
3. Recruitment of Staff, Volunteers and Trustees with Criminal Records Policy
4. Handling of DBS Certificate Information & Retention Policy
5. Data Protection Policy
6. Data Retention Policy
7. Staff Handbook

Recruitment and Selection Procedures

The following sections set out our standard procedures when undertaking new staff recruitment. Decision making at each stage will be undertaken in line with the delegation framework table set in the annex to this policy.

As a relatively small and developing charity, it is important the recruitment process is cost (time and money) effective, is responsive to the needs of the charity, and allows it to take advantage of development opportunities. Examples include where there is a need to fill a vacancy quickly to ensure business continuity or there is the opportunity to appoint someone who has been successfully undertaking a role on an interim basis. Therefore, there may be occasions when we do not undertake all the stages set out, including undertaking a fully and widely advertised competitive process. However, where this is the case, full consideration will be given to equality issues before proceeding, the approach taken will be agreed in line with our decision-making framework and the reasons will be properly recorded. Any departure from the standard recruitment process must be reasonable and proportionate, appropriately authorised under the delegation framework, and the rationale must be documented.

Any actual or potential conflict of interest involving those participating in the recruitment decision must also be declared and appropriately managed. All existing staff will always be given the opportunity to apply for any new or vacant post at LandWorks and in all cases, we will meet the conditions of our funders relating to recruitment as set out in grant funding agreements.

For every post, at least two people will be directly involved in a decision to appoint.

Preparation

- Before proceeding, there will be an evaluation of the need for and scope of the role and the proposed employment status. This includes reviewing roles when a post becomes vacant.
- Recruitment will not proceed until authorisation is agreed in line with the recruitment delegation framework.
- Consideration will be given at this stage to the safer recruitment and pre-employment checks required for the role, including references, right to work, qualifications or professional registrations where relevant, and DBS/criminal record checks where the role is legally eligible and a check is required. These requirements will be identified before the vacancy is advertised.
- Any safeguarding responsibilities associated with the role will be identified and reflected in the job description, person specification and recruitment process.

Job Description and Person Specification

- A Job Description and Person Specification will be written for new posts or reviewed in the case of an existing post.
- The person specification will set out both the essential and desirable criteria for the post. Care will be taken to ensure that the criteria used do not indirectly discriminate.
- Job descriptions and person specifications will clearly identify any safeguarding responsibilities, essential qualifications or professional registrations, and any requirement for a DBS check or other pre-employment checks relevant to the role.

Hiring Plan

- A hiring plan setting out the stages of recruitment, individual responsibilities and timeframes will be written and agreed.
- The hiring plan will detail how and where it is proposed to promote the job vacancy.
- If it is decided to promote a post internally first, a clear deadline will be set and all staff will be made aware of the opportunity. When seeking internal candidates first, full consideration will be given to equality issues before proceeding, the approach taken will be agreed in line with our decision-making framework and the reasons will be properly recorded.
- All vacancies advertised externally will be placed on the charity's website and promoted through its other communication channels. Additional advertising will be agreed depending on the nature of the role and an assessment of how best to reach potential candidates.
- Anyone involved in recruitment and selection must declare any actual or potential conflict of interest, including any personal relationship with a

candidate, and this must be appropriately managed in accordance with LandWorks' Conflict of Interest Policy.

Applications, Short listing and Selection Process

- The initial application process will normally consist of a covering letter and CV, detailing how the candidate meets the requirements of the job description and person specification.
- We will not ask candidates to disclose previous criminal convictions at the initial application stage.
- Shortlisting will be undertaken by at least two people, assessing applications against the objective criteria for the post. Shortlisting decisions for each candidate will be recorded.
- All candidates who have not been shortlisted will be notified as soon as possible.
- Shortlisted candidates will be provided with details of the selection process including interview stages and details of any presentations or tests that will be required. More than one interview stage may be required. The candidates will be given as much notice as possible and asked to advise if there are any reasonable adjustments that need to be made to allow them to participate in the process.
- Applicants will not normally be asked questions about health or disability before an offer of employment, except where permitted by law, including where necessary to establish whether reasonable adjustments are required for the recruitment process or whether an applicant can carry out a function that is intrinsic to the role.
- Where possible interviews will be undertaken by two people, one of whom will be the Project Director/line manager. The preference will be for interviews to be undertaken in person, but where required remotely based interviews can be used.
- Interview questions and the structure of the interview will be consistently applied to all candidates and based on the job description and person specification. Appropriate written records of the interview and assessment will be maintained to support the recruitment decision.
- For roles involving safeguarding responsibilities or contact with trainees, the selection process will include appropriate questions to explore the candidate's understanding of safeguarding, professional boundaries and suitability for the role.

Making the appointment

- When a hiring decision has been made, a conditional offer may be made to the preferred candidate, subject to satisfactory completion of the pre-employment checks required for the role. These may include references, evidence of identity and right to work in the UK, verification of qualifications or

professional registrations where relevant, and an appropriate DBS check where the role is eligible and a check is required.

- When a hiring decision has been made, a conditional offer may be made to the preferred candidate, subject to satisfactory completion of the pre-employment checks required for the role. These may include references, evidence of identity and right to work in the UK, verification of qualifications or professional registrations where relevant, and an appropriate DBS check where the role is eligible and a check is required.
- Following acceptance of a conditional offer, the required pre-employment checks will be completed. A formal written offer and employment documentation will be issued in accordance with LandWorks' recruitment procedures. Where an offer remains conditional upon outstanding checks, this will be made clear to the candidate.
- Unsuccessful candidates will, as a minimum, receive telephone or written notification of the outcome of the process. We will provide constructive, objective and respectful feedback where requested.
- Recruitment records relating to unsuccessful applicants will normally be retained for 12 months following completion of the recruitment process and then securely deleted or destroyed in accordance with LandWorks' Data Retention Policy.
- All posts will be subject to an initial probationary period and review.

Withdrawal of conditional offers

- Where a conditional offer of employment has been made but needs to be withdrawn following the pre-employment checking process, the candidate will be informed in writing of the decision and the reason for the withdrawal.
- Where concerns arise from criminal record or DBS information, the candidate will be given an opportunity to discuss the information and provide any relevant context before a final decision is made. Any decision will be made in accordance with LandWorks' Recruitment of Staff, Volunteers and Trustees with Criminal Records Policy.
- Where necessary, LandWorks will seek appropriate external advice before withdrawing a conditional offer of employment.

Induction

- Once an appointment has been completed and a start date has been agreed, the Project Director and/or Line Manager will prepare an induction programme for the new employee.
- The induction programme will include the policies, procedures, safeguarding requirements, mandatory training and role-specific information necessary for the employee to undertake their responsibilities safely and effectively.

Annex – Decision Making Delegation Framework

	Vacancy - Project Director	Vacancy – Managers	Vacancy - Other Roles
Confirmation of recruitment need and required employment status	Trustee Board	Project Director, with agreement of Trustee Board	Project Director, with agreement of Chair of Trustees Inform all trustees
Detailed Job description and person specification	Chair of Trustees, following consultation with all trustees	Project Director, following consultation with all trustees	Project Director
Hiring Plan including application stages, advertising, assessment process, recruitment panel and required pre-employment checks	Trustee assessment panel	Interview/assessment panel as set out in hiring plan. Wherever possible, there needs to be a minimum of two people involved in any hiring decision	Interview/assessment panel as set out in hiring plan. Wherever possible, there needs to be a minimum of two people involved in any hiring decision
Hiring Decision	Trustee assessment panel	Interview/assessment panel as set out in hiring plan. Wherever possible, there needs to be a minimum of two people involved in any hiring decision	Interview/assessment panel as set out in hiring plan. Wherever possible, there needs to be a minimum of two people involved in any hiring decision
Pre-employment checks	Chair of Trustees / nominated trustee, with operational	Project Director / Operations Manager	Project Director / Operations Manager

	support as appropriate		
Recruitment records and deletion following retention period	Operations Manager / nominated trustee where appropriate	Operations Manager	Operations Manager

This framework should be read alongside LandWorks' Delegation of Authority Framework. Where there is any inconsistency, the current approved Delegation of Authority Framework will take precedence.