

Recruitment Policy

- **Recruitment and Selection**
- **Recruiting Ex-Offenders and Recruitment**
 - **Retention Premia Policy**

July 2022

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CHANGE RECORD			
Version	Author	Nature of Change	Date placed on Intranet
1	eMBED HR Team	New CCG Policy	28/02/2017
2	eMBED HR Team	Incorporate Temporary Promotion policy. Policy also updated in line with GDPR requirements; 6.0 updated training wording; 9.0 Disability Confident wording added; 19.0 wording updated around temporary promotion including remuneration and documentation of non- standard process to meet urgent service need.	15/06/2018
3	Governance Team	Minor amendment to reflect the Governing Body approval process	17/10/2019
4	HR Team	Full policy review prior to adoption by the ICB. Temporary promotion, updated in accordance with A for C handbook; reasonable adjustments re: NHS Employers guidance on Work health Assessments; recruitment of ex-offenders updated in accordance with NHS Criminal Record Check Standards	

Any locally held old paper copies must be destroyed. When this document is viewed as a paper copy, the reader is responsible for checking that it is the most current version. This can

be checked on the ICB intranet.

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1. POLICY STATEMENT

- 1.1 The policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment and retention of all employees and to help managers deal with recruitment and selection effectively and consistently.
- 1.2 Humber and North Yorkshire Integrated Care Board (the ICB) actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates, including those with criminal records. The ICB shortlists and interviews candidates based on their skills, qualifications and experience.

The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the ICB when dealing with recruitment, selection and pre-employment checks.

- 1.3 The ICB complies fully with the NHS Employment Check Standards, data protection legislation, *Section 11 Children Act 2004, and the Disclosure & Barring Service (DBS) Code of Practice and undertakes to treat all applicants in the same way at each stage of the process.
- 1.4 After gaining their clear and explicit consent and in accordance with NHS Employment Check Standards the ICB will be responsible for undertaking the relevant document checks in accordance with the ICB's employment checklist on every prospective employee and on staff in ongoing NHS employment. This includes permanent staff, staff on fixed term contracts, secondments, Governing Body and Lay member appointments, volunteers, students, trainees, and apprentices. Where temporary staff are engaged through an employment agency, the agency will be responsible for providing evidence that all checks have been carried out to meet the requirements of the NHS Employment Check Standards. ICB

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children. This includes: Safe recruitment practices for individuals whom the organisation will permit to work regularly with children, including policies on when to obtain a criminal record check.

- 1.5 The policy outlines the procedure utilised by the ICB for awarding recruitment and retention premia in line with Agenda for Change Terms and Conditions.
- 1.6 This policy recognises the need for consistency, equity and fairness to be maintained at both local and national levels.
- 1.7 The aim of Recruitment and Retention Premia is to ensure that the ICB remunerates all of its employees at a level at which recruitment and retention difficulties will not be encountered. This policy should be read in conjunction with the NHS terms and conditions of service handbook: <https://www.nhsemployers.org/publications/tchandbook>

2. PRINCIPLES

- 2.1 This policy will be available for employees on the intranet.
- 2.2 Training and support will be available to all line managers in the implementation and application of this policy from the HR Team.

3. EQUALITY

3.1 Equality

All policies require an assessment for their impact on people with protected characteristics. An Equality Impact Assessment has been undertaken for this policy and as a result of performing the analysis, ** it is evident that a risk of discrimination exists and this risk may be removed or reduced by implementing the actions detailed within the Action Planning section of the document.* This screening can be found in Appendix 5.

In applying this policy, the ICB will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

3.2 Bribery Act 2010

The relevance of the Bribery Act 2010 must be considered in respect of every policy. It is considered that it is relevant to this policy.

Under the Bribery Act it is a criminal offence to:

Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and

Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.

These offences can be committed directly or by and through a third person and other related policies and documentation (as detailed on the ICB intranet) when considering whether to offer or accept gifts and hospitality and/or other incentives.

Anyone with concerns or reasonably held suspicions about potentially fraudulent activity or practice should refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist.

4. SCOPE

- 4.1 This policy applies to all recruitment to vacant posts and retention premia in the ICB

5. IMPLEMENTATION

- 5.1 This policy will be communicated to staff via team meetings/team brief and weekly global.
- 5.2 Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the ICB's disciplinary procedure e.g. a manager not following the correct processes and appointing the most appropriate candidate for the role.

6. TRAINING & AWARENESS

- 6.1 A copy of the policy will be available on the ICB intranet. Training needs will be identified via the appraisal process for individuals whose job role includes carrying out Recruitment and Selection. The HR Team offer training on the Recruitment and Selection process. Please contact the HR Team for further details as required.

7. MONITORING & REVIEW

- 7.1 This policy will be formally approved on behalf of the ICB's Governing Body by the Remuneration Committee and will be reviewed every four years by the HR Team ICB in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.
- 7.2 The implementation of this policy will be audited on an annual basis by the HR Team and reported to the ICB's Information Governance and Audit Committee.

8. ASSOCIATED DOCUMENTATION

- 8.1 This Policy should be read in conjunction with the following policies:
- Starting Salaries & Reckonable Service Policy
 - Secondment Policy
 - Redeployment Policy
 - Travel and Expenses Policy
 - Disciplinary Policy
 - Data Protection & Confidentiality Policy and Records Management Policy
 - Safeguarding Children
 - Safeguarding Adults

9. RECRUITMENT AND SELECTION

- 9.1 The ICB recognises the need for equality and diversity and promotes equality and diversity issues and awareness. Recruitment in the ICB will be dealt in line with this policy. The ICB will be responsible for ensuring that all recruitment activities are carried out in line with the principles of equal opportunities and in conjunction with the HR team as appropriate.
- 9.2 The ICB endeavours to be an equal opportunities employer and has taken measures to ensure that any opportunity for discrimination during the recruitment process is minimised. Personal information is removed from application forms prior to short listing and is used for monitoring

purposes only. The ICB will also ensure that objective selection criteria are used, the decision making process is recorded and it can be demonstrated that appointments are made on merit. As a Disability Confident Employer, the ICB has a commitment to guarantee that all applicants who meet the essential criteria and identify as having a disability will be guaranteed an interview.

- 9.3 All ICB employees who are responsible for undertaking recruitment and selection should be suitably trained and have the necessary knowledge and skills to do so. The HR Team offer training on the Recruitment and Selection process. Please contact them for further details as required.
- 9.4 The ICB uses the Disclosure service provided by the Disclosure & Barring Service (DBS) to assess applicants' suitability for eligible posts (see Disclosure and Barring Service procedure for further details). The ICB complies fully with the DBS Code of Practice (<https://www.gov.uk/government/publications/dbs-code-of-practice>) and undertakes to treat all applicants fairly. The ICB also undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information received.
- 9.5 Data is held and destroyed in line with Data Protection legislation. Only information essential to the recruitment decision and employment contract will be obtained and will be kept in accordance with the legislation. The data subject's rights are reserved and are explained within the Privacy Notice.-

10. RECRUITMENT ROLES / RESPONSIBILITIES / DUTIES

10.1 Recruiting managers are responsible for:

- Providing full details of the vacancy, e.g. draft advertisement, job description and person specification to the HR Team and shortlisting candidates.
- Arranging interview dates, and interview panel members
- Conducting interviews, and providing feedback to candidates
- Providing details of successful candidates to the HR Team
- Recruiting staff by applying the full requirements of this policy, including but not limited to, the aspects relating to equality of opportunity and fairness and documenting decisions accordingly.

10.2 The HR Team is responsible for:

- Placing all advertisements, and the administration of recruitment processes
- Liaising with ICB recruiting managers and applicants to ensure that a professional, efficient and timely recruitment service is provided
- Advising on selection methods
- Raising any concerns with the recruiting manager should any complaints or issues of unfairness or failure to apply this policy be raised.

11. IDENTIFYING A VACANT POST

Before deciding to fill a vacancy and progressing to the next stage of the recruitment process there are a number of questions to be asked.

- Can the work itself be eliminated?
- Can the work be absorbed by re-organising existing resources?
- Is there still a job to be done?
- Is it the same job as was done previously?
- Can skill mix be considered as an alternative?
- Will the job be permanent or temporary?
- Can the vacancy be covered with a temporary secondment?
- Is this one vacancy or can a single process be used to fill this and subsequent vacancies?
- Is the recruitment solely to fill this particular post or to recruit somebody with promotion potential?
- Will the ICB offer relocation expenses?

12. APPOINTING TO A VACANT POST WITHOUT ADVERTISING

If a post becomes available on a temporary basis due to such reasons as maternity or long-term sickness cover, the recruitment and selection process must be followed when selecting an employee to cover the vacancy. In such circumstances, it may be appropriate to recruit to the vacancy from a specific group of staff, for example, where the post is of a specialist nature. Further information on recruiting to fixed term contracts can be seen in 9.13.

13. RING FENCING

The 'ring fencing' of vacancies would normally only apply where certain jobs are at risk. For further information on this, please see the **Redeployment Policy**. Where managers are considering 'ring fencing' vacancies for any other reason they must first discuss with the HR team and staff side prior to doing so.

14. COMPILING A JOB DESCRIPTION AND PERSON SPECIFICATION

- 14.1 Having established that a vacancy exists, a job description and person specification must then be prepared for the post. If it is an existing post then the current job description and person specification must be reviewed and any necessary changes made.
- 14.2 The job description must summarise the role and responsibilities of the post in a concise and accurate way.
- 14.3 The person specification defines the qualifications, skills, experience, and aptitudes etc. that are required by a person to fulfil the role. The criteria must be categorised as either essential (the minimum standards required to perform the job adequately) or desirable (the standards which will enable the person to perform the job more effectively). The criteria used should be competency based to enable candidates to demonstrate at interview how they have used particular skills previously.
- 14.4 The job description should be prepared along with the person specification and evaluated in line with NHS Job Evaluation procedures, if an evaluation is required please contact the HR team. It is suggested that a conversation takes place with HR to establish if this needs to go before a panel, and time allowed for this.

14.5 It is important that the criteria used in the person specification are completely justifiable in order to demonstrate that decisions are made solely on merit.

15. ADVERTISING A VACANCY

15.1 All jobs will be placed on the NHS jobs website and all applicants are required to apply on-line

15.2 Where additional external advertising is appropriate, the recruiting manager should establish the most efficient and effective method of advertising e.g. newspapers and/or professional journals, ICB Internal Communications etc.

15.3 Where a vacancy is to be advertised internally only, this will be done in line with local procedures. The ICB process in this instance will be for the post to be either advertised internally on the NHS Jobs website or for expressions of interest to be submitted alongside an updated CV and covering letter from the applicant.

15.4 Vacancies which are advertised and are time limited e.g. fixed term contracts will be advertised as fixed term / Secondment opportunity. Any current NHS employees will only be offered one of these roles as a secondment opportunity. This needs to be made clear in the advert, verbally when offering the post and within the letter of appointment. If the role is also to be advertised as Fixed term, then the reason for fixed term needs to be stipulated e.g. maternity leave cover, secondment of substantive post holder, sickness etc.

16. SELECTION PROCESS

Those involved in the recruitment interview should ensure they focus on the needs of the job and skills needed to perform it effectively and make notes throughout on the relevant documents embedded within Appendix 1

The process to be followed can be found at Appendix 5

17. PRE-EMPLOYMENT CHECKS

All pre-employment checks will be undertaken in accordance with NHS Employment Check Standards (see appendix 1, section 6) as follows:

- verification of identity checks for all interviewed candidates
- medical clearance for all candidates
- receipt of satisfactory references
- proof of right to work checks
- evidence of satisfactory DBS check where appropriate
- proof of relevant qualifications and registration where appropriate

18. STARTING SALARIES AND PAYSTEP (INCREMENT) DATES

All new employees, or employees who move to a different post within ICB, must be appointed on a salary point in the relevant band in accordance with NHS Terms and Conditions of Service and the Starting Salaries and Reckonable Service Policy.

19. TEMPORARY PROMOTION

19.1 It is the manager's responsibility to decide whether temporary promotion is appropriate and, in doing so, they should give consideration to the following:

- Whether the work can be postponed until the absent employee returns/the vacancy is filled on a permanent basis.
- Whether management objectives require that the work must be undertaken by a specified employee or whether it may be shared amongst others as part of their standard duties.
- Whether there is an employee competent to take on the duties and responsibilities, as an internal development opportunity or through partnership arrangements.
- Standard recruitment processes should be followed to ensure equality of opportunity and the appointment of appropriately qualified staff. However, there may be occasions when urgent organisational priorities require posts to be filled more quickly. In these instances, line managers are expected to ensure that reasons for not going through standard recruitment processes and rationale for selection of the identified staff member are clearly documented.

19.2 An opportunity for a temporary promotion into a higher pay band would occur, usually (but not exclusively) in the following circumstances:-

- A vacancy has arisen that has not yet been filled but there is a requirement for the post to be covered more quickly than through standard recruitment processes
- To cover a period of long - term sickness absence
- To cover a period of maternity/adoption leave
- A member of staff has taken a career break
- Short term increase in demand of work from customer
- Urgent organisational priorities.

Under normal circumstances, the post would be advertised internally across the ICB and a formal selection process would take place in order to select the appropriate candidate to move temporarily into the position.

19.3 There may be occasions where it is not appropriate to open up the opportunity to the whole ICB. This could be as follows:-

- The duration of the temporary move is such that it would not be cost effective to open up the vacancy to staff not based in the current location.
- Where there are pressures of time on the work to ensure minimal impact on ICB performance.

19.4 In these cases, the post would be 'ring-fenced' to certain members of staff / locations.

19.5 In any case where a manager believes that a post should be ring-fenced or restricted in any way, they must discuss it with the HR Team in the first instance

Duration

19.6 A temporary promotion to a post in a higher pay band will normally last at least one month.

19.7 The period of the temporary promotion should not normally last more than six months, except in

instances such as maternity leave, long-term sickness absence or a career break, where a longer period may be known from the outset.

Remuneration

- 19.8 Pay on temporary promotion should be set either at the minimum of the new pay band or, if this would result in no pay increase (by reference to their substantive earnings) then pay will be as per promotion, outlined with the Starting Salaries and Reckonable Service Policy. In circumstances where the individual is not required to carry out the full responsibilities of the post, pay will be determined by job evaluation. Each case should be discussed with an HR Representative to ensure consistency across the organisation.
- 19.9 For the duration of the temporary promotion, the individual will be entitled to all conditions of service and allowances for that post, to be paid at the higher rate.

Pay Step (Incremental) Date

- 19.10 When the temporary promotion period has ended, the individual will revert to their previous paystep date. The paystep point they return to should take into account the time spent on the temporary promotion so as to ensure that the original pay progression is not impeded by the temporary promotion.
- 19.11 If at a later date the individual is then promoted into the same role, or another at the same level, on a permanent basis the period of temporary promotion will be taken into account and the paystep date either brought forward or deferred, depending on how long the individual had been temporarily promoted for. Where an individual has been temporarily promoted for more than one period, and is then promoted on a permanent basis to the same role or another at the same level, the periods of temporary promotion will be aggregated and the paystep date changed accordingly. Paystep credit will be awarded only once for each period of temporary promotion.
- 19.12 Should the individual be confirmed into this post, they will retain the date their temporary promotion began as their paystep date.

Confirmation into Post

- 19.16 Where an individual has been temporarily promoted into a post via a recruitment process and the post becomes available due to the substantive post holder not returning to work, a manager in conjunction with the HR Team may agree to confirm the individual into the post with no further recruitment having to take place.
- 19.17 Where recruitment was limited due to the short-term nature of the post, or no formal recruitment process took place and the post becomes available on a long term or permanent basis, a further recruitment should take place to open up the vacancy to the wider ICB and externally if required.

Protection Arrangements

- 19.18 Where an individual is currently under a pay protection arrangement and is then temporarily promoted into a role where protection is no longer required, the period of the temporary promotion will be deducted from the period of protection.

Example:-

An individual is a Band 2, protected on the top of Band 3. This period of protection is for 3 years. After 6 months, they are temporarily promoted into a Band 4 and this temporary promotion lasts

for 8 months. They then revert back to Band 2 with protection with a further 22 months of protection left at the top of Band 3.

20. WITHDRAWING AN OFFER OF EMPLOYMENT

If, after careful consideration, it is decided to withdraw the provisional offer of employment the grounds for withdrawal must be very clear e.g. due to unsatisfactory references or other pre-employment checks and the offer of employment rescinded in writing. This decision must be made in conjunction with a HR representative and support will be available in writing the correspondence as these are generally unique circumstances.

21. MAKING REASONABLE ADJUSTMENTS

- 21.1 A health assessment will be carried out for all successful candidates after an offer of employment has been made but prior to commencement of their employment. In all cases it will be for Occupational Health to ascertain whether there are any additional requirements or reasonable adjustments that should be considered. These should be discussed with Occupational Health and the HR Team. The ICB will apply reasonable adjustments in accordance with the Equality Act.

22. RESERVE CANDIDATES

Where more than one candidate meets the selection criteria the panel may decide to list second and third choice candidates. Where the first choice candidate is unable to take up employment, for any reason, the second candidate may be offered the position and so on. Reserves may be held for a period of 3 months and if there is the requirement to fill the same post during that period the reserve candidate may be offered the position without having to repeat the recruitment process.

23. FEEDBACK

Feedback will be made available to all applicants on request following the interview stage of the recruitment process. Feedback will be provided by a member of the interview panel.

24. COMPLAINTS

If an applicant is unhappy with the outcome of their feedback, or any stage of the recruitment and selection process they can address their concerns, in writing, to the Chief Officer. Where the Chief Officer is involved in the recruitment and selection process, concerns should be addressed to the ICB Clinical Chair or a Lay Board Member.

25. EXPENSES

Agreement to pay candidates' interview expenses must be approved by the recruiting manager prior to interview. The recruiting manager is responsible for informing candidates of the process and handling the associated internal administration. Candidates must complete a Travel and

Expenses Claim Form and Registration Form in order to facilitate payment. Payments will be made by BACS through the payroll system, never by cash or a CHAPS payment for interviewees not employed. Reimbursement of expenses shall not be made to employees who withdraw their application or refuse an offer of appointment.

Please refer to the ICB Travel and Expenses Policy for further information.

26. RECRUITING EX-OFFENDERS

- 26.1 The ICB uses the Disclosure Barring Service (DBS) to assess applicants' suitability for positions of trust. The ICB complies fully with the DBS Code of Practice and undertakes to treat all applicants fairly.
- 26.2 The ICB undertakes not to discriminate unfairly against any subject of a disclosure on the basis of conviction or other information received.
- 26.3 Disclosures are only requested after it has been indicated that it is proportionate and relevant to the post concerned, through the NHS Employers DBS eligibility tool: <https://www.nhsemployers.org/articles/dbs-eligibility-tool>. For those posts that require a disclosure, all adverts and job descriptions and notification of appointment forms will contain a statement indicating what level of disclosure will be required in the event of an individual being offered a position.
- 26.4 HR Representatives will advise and guide recruiting managers where a disclosure has been made.
- 26.5 The ICB will endeavour to discuss any matter revealed in a disclosure with the person seeking employment, before withdrawing a conditional offer of employment.
- 26.6 The ICB may conduct an interview to enable an open and measured discussion to take place regarding any offences or other matters that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought, could lead to the withdrawal of an offer of employment.
- 26.7 Having a criminal record will not necessarily bar a potential employee from working with the ICB. This will depend on the nature of the position and the circumstance and background of the offence(s).

27. RECRUITING EX-OFFENDERS ROLES / RESPONSIBILITIES / DUTIES

- 27.1 The Recruiting manager is responsible for:
- Identifying whether a post requires a DBS check, and ensuring that this is included in the recruitment documentation, indicating the level of disclosure required. Advice and guidance is available from the HR Team.
 - When recruiting for a vacancy the Recruiting Manager needs to indicate whether a DBS check is required on the request to advertise, and if so, at what level.

The Recruiting manager must ensure that the advert for the vacancy includes notification that it is essential that the successful applicant obtains a satisfactory DBS check and at what level that check must be, either basic, standard, enhanced or enhanced with barred list information.

27.2 The HR Team is responsible for:

- Carrying out ID checks, prior to sharing DBS link with the applicant
- Sharing DBS guidance with the Applicant
- Initiating DBS checks with the Applicant and relevant authority, and tracking progress
- Receiving DBS outcome e-mail from the relevant authority Recording details of DBS clearances
Providing advice to the recruiting manager where there is a positive disclosure.

27.3 The Applicant is responsible for:

- Completing and returning the online disclosure application form in accordance with the guidance provided

27.4 Once a conditional offer of employment has been made the applicant will be sent a disclosure application link and 'Guidance'

27.5 The ICB or HR team cannot accept responsibility for any delays in the DBS process.

27.6 In certain circumstances, it may be possible for an applicant to commence employment, in a supervised capacity, pending DBS clearance. However, this must always be discussed with the HR Team prior to commencement.

27.7 If the disclosure application contains no information, or information that is not relevant to the post, the offer of employment can be confirmed (subject to all other pre-employment checks having been completed).

27.8 If the disclosure application contains information that may affect the appointment decision, the HR representative will discuss this with the Recruiting manager (in all instances), and the individual concerned, where appropriate. Consultation with ICS safeguarding team can be undertaken with HR to explore safeguarding considerations.

27.9 Where the information contained on the disclosure application form significantly impacts on a candidate's ability to undertake the post for which they have been appointed, the offer of employment will be withdrawn.

27.10 Any decision to withdraw an offer of employment must be reached by the agreement of the HR representative and Recruiting manager.

27.11 The decision to withdraw an offer of employment must be confirmed both verbally and in writing to the candidate concerned by the recruiting manager, with HR support.

28. SECURITY, STORAGE, HANDING USE, RETENTION AND DISPOSAL OF DISCLOSURES AND DISCLOSURE INFORMATION

28.1 The HR team, on behalf of the ICB, complies fully with the DBS Code of Practice regarding the

correct handling, use, storage, retention and disposal of disclosures and disclosure information.

- 28.2 The HR Team, complies fully with its obligations under the Data Protection Act and other relevant legislation pertaining to the safe handling, use, storage, retention and disposal of disclosure information.
- 28.3 Disclosure information will be securely destroyed as soon as the relevant information has been noted.
- 28.4 No disclosure information will be kept on personal files, however where a disclosure record information needs to be kept, due to a dispute or because additional information has been supplied, this information will be kept separately and securely in a password protected document.
- 28.5 Where a disclosure has been kept, it will be securely destroyed once the dispute is resolved or a decision made regarding employment or at the latest after 6 months.
- 28.6 The ICB will not keep any photocopy or other image of the disclosure or any copy or representation of the contents of a disclosure. However, for record purposes only ICB will keep the following information:
- The name of the subject
 - The level of disclosure requested
 - The position for which the disclosure was requested
 - The unique reference number of the disclosure
 - Details of the recruitment decision taken

29. HANDLING

- 29.1 In accordance with section 124 of the Police Act 1997, disclosure information is only passed to those who are authorised to receive it in the course of their duties.
- 29.2 The HR Team will maintain a record of all people to whom disclosures and disclosure information has been revealed and recognises that it is a **criminal offence** to pass this information on to anyone who is not entitled to receive it.

30. USAGE

- 30.1 Disclosure information is only used for the specific purpose for which it was requested and for which the applicant's full consent has been given.
- 30.2 The ICB will comply with all recommendations from DBS on the proper use and safekeeping of disclosure information.

31. RECRUITMENT AND RETENTION PREMIA

- 31.1 A recruitment and retention premia may be awarded on either a short-term or long-term basis, determined by principles outlined in the following paragraphs.
- 31.2 The ICB may use premia in two main ways; either through recruitment; or through a requirement to retain staff; based on the job within a locality or through a market shortage or a specific skill set. Both of these may be applied in a long or short term capacity.
- 31.3 Recruitment and retention premia will be considered in cases where it is proven that adjustments to non-pay benefits are unlikely to improve the situation and one or more of the following conditions apply:
- There are documented labour market shortages within a defined geographical area;
 - NHS employers locally have jointly agreed to pay supplements for designated posts and the ICB needs to remain competitive in the recruitment market for equivalent posts;
 - There is a competitive non-NHS labour market where salary survey data indicates that enhancements to Agenda for Change evaluated pay rates would be required to attract and retain staff;
 - Where there is consistent data showing high patterns of turnover, supported by exit interview data, indicating a direct link to dissatisfaction with pay levels.
 - Where the post requires an unusual skill and/or experience not readily available in the local market. Some roles required by the ICB are of a unique skill mix of health and adult social care.
- 31.4 However, if on the basis of paragraph 11.3 above, it is decided that the vacancy problem can be addressed most effectively only through payment of a recruitment and retention premium, consideration should be given to whether the problem is likely to be resolved in the foreseeable future (in which case any premium should be short-term) or whether it is likely to continue indefinitely (in which case any premium should be long-term).
- 31.5 Before consideration is given to payment of Recruitment and Retention Premia to ensure retention of staff, management will ensure non-pay benefits (e.g. training and development) are sufficiently developed.
- 31.6 Recruitment and Retention Premia is an additional payment to the basic pay of an individual post or specific group of posts.
- 31.7 Recruitment and Retention Premia may be paid in circumstances “where market pressures would otherwise prevent the employer from being able to recruit staff to and retain staff in sufficient numbers for the posts concerned at the normal salary for a job of that weight”.
- 31.8 Recruitment and Retention Premia is a supplementary payment over and above the basic pay that the post holder receives by virtue of their position on their pay band, any high cost area supplements, or any payments for unsocial hours or on-call cover.
- 31.9 Recruitment and Retention Premia will apply to posts rather than to employees. Where an employee moves to a different post that does not attract a recruitment and retention premium, either within the same organisation or elsewhere in the NHS, their entitlement to any previous recruitment and retention premium will cease and pay protection will not apply.

32. RECRUITMENT AND RETENTION PREMIA ROLES / RESPONSIBILITIES / DUTIES

- 32.1 To ensure consistency in the application of payment of Recruitment and Retention Premia across the ICB, the Line Manager should work with the HR Manager in applying the appropriate award.
- 32.2 The application for the award of recruitment and retention premia can only be approved at the ICB's Remuneration Committee.

33. SHORT TERM PREMIA

- 33.1 Short-term Recruitment and Retention Premia will apply where the labour market conditions giving rise to recruitment and retention problems are expected to be short-term and where the need for the premium is expected to disappear or reduce in the foreseeable future. Short term premia will normally be applied for a period of no longer than two years. If it is expected that the premia payment will continue for more than two years, this should be considered under 'Long Term Premia.'
- 33.2 Short-term Recruitment and Retention Premia:
- may be awarded on a one-off basis or for a fixed-term;
 - will be regularly reviewed (not less than bi-annually);
 - may be withdrawn, or have the value adjusted, subject to a notice period of six months; and
 - will not be pensionable, or count for purposes of overtime, unsocial hours payments or any other payments linked to basic pay.

34. LONG TERM PREMIA

- 34.1 Long-term Recruitment and Retention Premia will apply where the relevant labour market conditions are more deep-rooted and the need for the premium is not expected to vary significantly in the foreseeable future.
- 34.2 Long-term Recruitment and Retention Premia:
- will be awarded on a long-term basis;
 - will be regularly reviewed (not less than annually);
 - may be awarded to new staff at a different value to that which applies to existing staff, depending on the role and labour market if the role is harder to recruit than others;
 - may be withdrawn, or have the value adjusted, subject to a notice period of six months; and
 - will be pensionable, and will count for the purposes of overtime, unsocial hours payments and any other payments linked to basic pay.
- 34.3 Both long-term and short-term Recruitment and Retention Premia will be expressed as cash sums and will be separately identifiable from basic pay, any high cost area supplement, and any other component of pay.
- 34.4 Any locally awarded recruitment and retention premium for a given post shall not normally exceed 30% of basic salary. It will be the responsibility of ICB and the relevant committees (e.g. remuneration committee) to ensure that any premia awarded locally do not normally result in payments in excess of this amount. In the event that, following review and subject to a 6 month notice period the Recruitment and Retention Premia is withdrawn, pay protection arrangements

will not apply.

35. RECRUITMENT AND RETENTION PROCEDURE

35.1 Managers who identify that they have a current or potential serious recruitment and retention difficulty should discuss this with their HR representative with a view to establishing the underlying reasons and finding a solution.

The manager and HR Team will review:

- the recruitment activity to date, including the advertising that has already taken place (media, style etc.), the quality of the recruitment information pack (job description, person specification, department information etc.) and the response rates;
- whether the difficulty could be addressed through a more flexible approach to working patterns, the use of part-time staff, adjusted roles, service modernisation etc;
- whether an increased supply of candidates could be achieved through the use of an improved non-pay employment package – improved training package, relocation expenses, etc;
- whether the experience is national, local to the ICB only or whether it is also the case in other local relevant employers;
- whether the problems are related to avoidable work-related pressures, working environment, volumes, procedures etc. that require attention; the staff survey may have useful pointers in this regard;
- the reasons for leaving given in recent exit interviews (where available);
- whether the problem is seen as short or long - term;
- whether the use of bank, agency or locum staff is an acceptable and more cost - effective solution.

35.2 Where appropriate, local staff representatives will be included in these reviews.

35.3 Where the conclusion of these discussions is that it may be appropriate to pay a recruitment and retention premium, the Recruiting Manager should prepare a written report (Appendix 3) setting out the case and including, for example:

- the department's staffing establishment and skill mix;
- the current level of staffing and skill mix;
- relevant performance data – targets, achievements etc;
- evidence of the difficulties in recruiting/retaining staff within the band(s) that are the concern;
- details of the recent recruitment activity for the vacancies;
- evidence that non-pay solutions have been tried and have proven unsuccessful;
- the proposed level of payment and the band(s) that this would apply to: this may be set at different rates for pay points within the same band;
- whether a long term or short term premium is proposed;
- the number of staff involved;
- the cost of the proposal and the additional costs currently being incurred in supporting the service;
- evidence that the proposed payment has a basis in terms of pay rates elsewhere in the


NHS (for professional roles) or locally (for non-clinical roles);

- How and to what extent the proposed premium will address any current performance deficit i.e. what impact it will have on service delivery.

In other cases, such as the planned closure of a service or a significant service growth in a hard to recruit to service, the Manager may wish to anticipate any expected recruitment and retention difficulties. In this case the situation should be discussed with the Senior Manager/Head of Service and HR Manager as above and an appropriate action plan developed.

35.4 The agreed report should then be submitted to the remuneration committee for consideration.

Appendix 1

RECRUITMENT MANAGER GUIDELINES				
Recruitment Task / Stage	Required Inputs for Task	Task Description	Tools Required to Achieve Task	Timescale for Each Step
1. Advert Required	Recruiting Manager	<p>To advertise a Post, you will need to provide the Recruitment Team with the following information:</p> <p>Job description & person specification (if this is a new post, or if there are significant changes, then this will need to go through the job evaluation process, which is described separately)</p> <p>Advert (please complete all sections including DBS and interview date (if known as promote efficiency and give improved information). This needs to be authorised by Head of Service/ ICB Lead</p> <p>Plan in a Shortlisting date (Ideally within 5 days of the closing date).</p> <p>Desired amount of applicants required, in case of high volume of applicants.</p>	 JD Template ICS.docx	
	Recruitment Team	<p>The Job Description and advert should be sent to the recruitment team who will action your request upon receipt.</p> <p>The recruitment team will place the advert on NHS jobs and notify the recruiting manager by email when the advert is live. The email will include a link to the live job advert.</p>	Via E-mail	Within 2 days of initial request to advertise.
	Recruitment Team & Recruiting Manager	<p>The recruitment team will monitor the number of applications and contact the recruiting manager once the desired amount has been reached to discuss closing the post early.</p>	Via email/phone	During live advertising period

<p>3. Pre-Interview</p>	<p>Recruitment Team</p>	<p>Upon receipt of the interview schedule the recruitment team will contact all candidates to confirm interview date, venue and time and ask if any adjustments are required to attend the interview.</p> <p>The recruitment team will then email the candidates to confirm the details discussed and any adjustments required.</p> <p>The recruitment team will pursue any candidates who have not confirmed attendance to interview until all attendance has been confirmed/declined.</p> <p>The interview pack will be emailed to the panel members to print off and copy as required.</p> <p>This will include:</p> <ul style="list-style-type: none"> ● Interview Score Sheet ● Notification of Appointment form ● Interview Checklist 	<p>via email</p> <p>Via email</p> <p>Via phone/email</p> <p>Via email</p>	<p>Day of receipt</p> <p>2-3 days before interview date.</p>
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		<ul style="list-style-type: none"> • Job Description 		
	Recruiting Manager	<p>You will note in the interview checklist that all candidates will be asked to bring certain information, e.g. proof of identity, right to work in the UK, and qualifications with them to interview.</p> <p>You will need to take a copy of this information, and sign each document to confirm that you have seen the original documents and return this to the recruitment team.</p> <p>Details of acceptable ID documents will be provided in the interview pack (see Interview checklist).</p> <p>We are unable to confirm start dates with candidates until a copy of their ID has been provided to the recruitment team.</p>		
	Recruitment Team	<p>If you are unable to take copies at interview or the documentation has not been signed to say the originals have been seen, the recruitment team will ask the appointed candidate to arrange an appointment in order to verify these documents.</p>		
		<p>The recruitment team will contact all candidates who were not successfully shortlisted.</p>	Via NHS Jobs	Day Prior to Interview
4. Interview	Recruiting Manager	<p>Interviews take place</p> <p>Note: consider any required adjustments</p>		
5. Post Interview	Recruiting Manager	<p>Following interviews, please complete the Notification of Appointment Form and return to the recruitment team.</p>	Via email	As soon as possible following interview
		<p>Please notify all unsuccessful candidates following interview.</p>	Via phone	

		If you wish to hold any candidates on reserve (see paragraph 22 of the policy) please clearly indicate this to the recruitment team	Via email/post	
	Recruitment Team	<p>Please return all interview paperwork (i.e.: Score sheets, questions etc.) to the recruitment team, including unsuccessful candidate's documents. The recruitment team will keep for a period of 12 months post interview.</p> <p>The conditional offer letter to the successful candidate will be sent within 2 days of receipt of the Notification of Appointment Form.</p> <p>The pre-employment checks will also be initiated at this point</p>	Via email/post	Within 2 days of receipt of notification of appointment form
6. Pre Employment Checks	Recruitment Team	<p>Pre-employment checks to comply with the NHS Check Standards include:</p> <ul style="list-style-type: none"> • Identity and Right to work (if not checked at interview) • Occupational Health Check • References <p>The Recruitment Team will request and follow up all references. Once a reference is received this will be sent to the Recruiting Manager who will be asked to confirm that this is acceptable. Detailed across are our timescales for chasing references.</p>	Via email/phone	
		<ul style="list-style-type: none"> • Stage one reference request.(Initial request) 	Via email/phone	
		<ul style="list-style-type: none"> • Stage two reference request. • Stage three reference request. 		

		<ul style="list-style-type: none"> • Stage four reference request (Contact candidate & ask them to chase referees advise no offer of employment without) • Qualification and Registration checks (where applicable) • Criminal Record Check with the Disclosure and Barring Service (DBS) where applicable 		
	Recruiting Manager	Appointments will not be confirmed, and start dates should not be agreed until all the above checks have been completed. The recruiting manager will receive a copy of the Occupational Health Check and should discuss with the candidate and an HR representative any reasonable adjustments which may need to be made.		
	Recruitment Team	Once all checks have been completed, the recruitment team will inform the recruiting manager, who is responsible for agreeing a start date with the individual and informing the recruitment team of this.		
	Line Manager	<p>The recruitment team will then issue the final offer letter, including, where possible the employment start date.</p> <p>Once the employment start date has been arranged please complete the New Starter form with the employee on their first day.</p>		
7. Contract	Recruitment Team	Contracts of employment will be issued to employee	Via post	On the start date or earlier

Appendix 2: Dealing With Disclosures in Recruitment & Selection

Dealing With Disclosures in Recruitment & Selection

Guidelines for Managers

The ICB uses the Disclosure Service provided by the **Disclosure Barring Service** (DBS) to assess applicants' suitability for positions of trust.

When advertising/recruiting to a vacant post you must decide whether that position requires a DBS check and if so, at what level (see below). You can use the table outlined in **Appendix 2** to assist you in making this assessment.

If you decide that a DBS check needs to be undertaken you must clearly indicate this on the Advertisement Template Form. The HR Team will then ensure that the requirement for a check is made clear in the advertisement.

Types of Check Available (extract from NHS Check Standards – Criminal Records and Barring Checks)

There are four levels of check currently available through the Disclosure and Barring Service (DBS). The four levels include:

- Basic check
- Standard check
- Enhanced check without barred list information
- Enhanced check with barred list information – where the position is eligible, and the employer indicates the type of access to vulnerable groups, this will include:
 - an adults barred list check
 - a children's barred list check
 - an adults and children's barred list check

Basic Disclosure

Basic disclosures must only be obtained for positions that are identified as non - exempt under the Rehabilitation of Offenders Act 1974. Once the individual's period of rehabilitation has elapsed, convictions and cautions become exempt. Individuals applying for non-exempt positions are not legally obliged to declare spent information, nor should employers ask these applicants for this type of information, so must take care not to do so.

This level of check only contains details of convictions, cautions, conditional cautions and other similar offences that remain unspent. A basic disclosure may also include and unspent convictions or cautions committed in Scotland and Northern Ireland where they would also be considered a criminal offence under English law.

Basic disclosure can be considered for any role which is not eligible for a standard or enhanced check. However, it is recommended that this check should only apply to positions which involve high – levels of responsibility, accountability or trust. This may include but is not limited to board level positions (such as chief executives and directors) and senior managerial roles (such as finance where there is responsibility and accountability for the exchange of public monies)

Standard DBS Checks

Standard DBS checks contain details of both current unspent and spent convictions, cautions, reprimands and final warnings, held in England and Wales on the Police National Computer (PNC) that are not subject to the filtering rules which came into force from 29 May 2013. Most of the relevant convictions in Scotland and Northern Ireland may also be included. Under the filtering rules applicants no longer need to declare any cautions or convictions that are protected, irrespective as to whether they are intending to engage in regulated activity. It is unlawful for an employer to take protected cautions and convictions into account when making a decision to employ a person or dismiss an existing employee.

Standard checks must only be obtained for professions or positions which are listed as exempt under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended i.e. where the type of work enables the person to have 'access to persons in receipt of such services in the course of [their] normal duties' (paragraph 13 of Schedule 1 of the Exceptions Order specifically refers). For the purpose of this guidance 'access to persons' does not include positions which only allow limited or 'incidental' contact with patients (i.e. where there is no more opportunity for contact with patients than that of a visitor to the hospital site, or where staff are required to pass through patient areas to get to their normal place of work).

This level of check does not show whether a person is barred from working with children or adults and therefore should not be applied for where the individual will be undertaking regulated activity.

Enhanced DBS Checks

Enhanced checks contain the same information as a standard DBS check but may also include any non-conviction information held by local police, where they consider it to be relevant to the post. Although barred list checks are not appropriate for positions which fall outside of regulated activity, in most cases, the police will have the information which led the DBS to bar a person and so will be able to disclose it on an enhanced certificate, where this is relevant to the position being applied for.

To be eligible for an enhanced level DBS check, the position must be included in both the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 and the Police Act 1997 (Criminal Records) Regulations 2002 as amended by the Police Act 1997 (Criminal Records) (Amendment) Regulations 2013. This includes work or volunteering with vulnerable groups.

Enhanced without barred list information

Employers can apply for an enhanced check without barred list information for positions described as work with adults in the Statutory Instrument – The Police Act 1997 (Criminal Records) (Amendment) Regulations 2013. To be eligible, individuals must be involved in providing one of the following activities at least once a week on an on-going basis, more than four days in any 30 day period, or at any time between the hours of 2am and 6am:

- care or supervision
- treatment or therapy
- teaching, training instruction, assistance, advice or guidance on emotional, physical or educational well-being – wholly or mainly for children or adults in receipt of a health care service
- Moderating a chat room (if the individual carrying out these activities interacts with adult users and has responsibility for monitoring, removing or preventing the addition of content or controls access to the service)

- face to face contact with adult residents in a care home

It should be noted that where individuals are providing any of the above activities in an 'unsupervised' capacity for children, this would be deemed regulated activity and therefore is eligible for a barred list check – see below. This list is not exhaustive. For further details see NHS Employers Criminal Records Checks Guidance.

Enhanced check with barred list information

Employers have a legislative requirement to request barring checks to be conducted for people in positions defined as 'regulated activity' under the Protection of Freedoms Act 2012 which amended the Safeguarding Vulnerable Groups Act 2006 on 10 September 2012.

Regulated Activity

'Regulated activity' is a term which is used both in the regulation of care services under the Health and Social Care Act, and relates to activities a person who is listed on the DBS barred lists is prohibited from doing under the Safeguarding Vulnerable Groups Act.

Where an individual is engaging, either in paid work or as a volunteer, in a regulated activity employers must request an enhanced DBS check with a check against the appropriate barred list. Where individuals are undertaking activities with both adults and children it would be appropriate to check against both barred lists. It is an offence for any organisation to 'knowingly' appoint or continue to allow an individual who is barred from working with children and/or adults to engage in a regulated activity with that group. Barring checks are accessed through the process of applying for an enhanced criminal record disclosure.

There are six categories within the new definition of regulated activity, these include where the individual will be providing any one of these activities as part of their role:

- healthcare
- personal care
- social work
- assistance with cash, bills or shopping
- assistance with the conduct of their own affairs
- conveying services

Activities undertaken in a supervised capacity i.e. reasonable day to day supervision under the direction of a healthcare worker, is not regulated activity, therefore employers may wish to consider whether the roles and responsibilities meet the criteria for an enhanced without barred list check or a standard level check.

Where individuals are not providing regulated activity, they may still be considered against eligibility to obtain a basic DBS check.

Examples of posts not considered eligible for DBS checks

- Positions that purely involve having access to records are NOT covered under the Exceptions Order and therefore are not eligible for a standard or enhanced DBS check.

- Posts where any access to patients would be merely incidental i.e. where they would be required to pass through patient areas to get to their normal place of work for instance or do not have access to patients in the course of their normal duties, are not in 'Regulated Activity' and would not be eligible for Standard or Enhanced level DBS check. For example this would include administration or management staff who work in separate building or have minimal access to patients; maintenance staff who are not required to work on ward areas; laundry staff and catering staff who do not deliver food to patients.

Appendix 3

BUSINESS CASE FOR RECRUITMENT AND RETENTION PREMIA

Supporting Evidence

Post Title:	
Directorate:	
Post Pay Band:	
Number of Posts:	

Is this application for problems with: (Please Tick)		
Recruitment <input type="checkbox"/>	Retention <input type="checkbox"/>	Both <input type="checkbox"/>
Are you applying for:		
Short Term RRP <input type="checkbox"/>	Long Term RRP <input type="checkbox"/>	
Proposed Effective Date:	Proposed Duration:	
Is there any other RRP currently applied?		
Yes <input type="checkbox"/>	No <input type="checkbox"/>	
If YES, please give further details:		

Summary of identified difficulties to recruit or retain:

Evidence of previous attempts to recruit or retain. In this section you should include information such as: exit interview results; response to adverts; turnover rates for post(s); National Shortages; Availability of Locum/Agency Equivalents; External (non-NHS) Rates of Pay, etc.

If you are providing information about external rates of pay for similar posts, please attach recent adverts

Suggested value of RRP based upon above information (per full-time post):	£..... per annum
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Please summarise any other action that has been taken/considered to overcome recruitment or retention issues. This should include: flexible working; additional training; changes to roles and recruitment initiatives.

Who else could be affected by this application? For example, are there any implications for posts that attract external sources of funding?

Please detail below how the total cost of the proposed RRP and any cost saving that could be achieved through the application of RRP (i.e. reduction in agency costs)

Suggested RRP VALUE	X	Number of EMPLOYEES	=	Total COST OF RRP
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Current Cost of Cover (per person):

Where will the RRP be funded from? (e.g. Existing/Additional Funding)

Expected benefits of applying RRP

Proposed by:

Signed:

Date:

Remuneration Committee Approval Date:

HR / Corporate Policy Equality Impact Assessment:	
Policy / Project / Function:	Recruitment and Selection, Recruiting Ex-Offenders and Recruitment and Retention Premia Policy
Date of Analysis:	28/07/2022
Completed by: (Name and Department)	Sophie Lucas, HR
What are the aims and intended effects of this policy, project or function?	This Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently. The ICB actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates, including those with criminal records, as we select all candidates for interview based on their skills, qualifications and experience. This policy should be read in conjunction with the NHS terms and conditions of service handbook.
Are there any significant changes to previous policy likely to have an impact on staff / other stakeholder groups?	No
Please list any other policies that are related to or referred to as part of this analysis	<ul style="list-style-type: none"> • Starting Salaries Policy • Secondment Policy • Redeployment Policy • Travel and Expenses Policy • Relocation Policy • Disciplinary Policy
Who will the policy, project or function affect?	Employees and Applicants
What engagement / consultation has been done, or is planned for this policy and the equality impact assessment?	Consultation has taken place with SPF, all Staff and will be sent to the ICB to review and approve post 1 st July.

<p>Promoting Inclusivity and Hull CCG's Equality Objectives.</p> <p>How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation?</p> <p>How does the policy promote our equality objectives:</p> <ol style="list-style-type: none"> 1. Ensure patients and public have improved access to information and minimise communications barriers 2. To ensure and provide evidence that equality is consciously considered in all commissioning activities and ownership of this is part of everyone's day-to-day job 3. Recruit and maintain a well-supported, skilled workforce, which is representative of the population we serve 4. Ensure the that NHS Hull Clinical Commissioning Group is welcoming and inclusive to people from all backgrounds and with a range of access needs 5. To demonstrate leadership on equality and inclusion and be an active champion of equalities in partnership programmes or arrangements 	<p>The policy provides a framework for fair recruitment processes which should contribute to the aim of eliminating discrimination and therefore aid the ICB in demonstrating leadership on equality.</p>
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Equality Data	
<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as '<i>Equality Groups</i>'.</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document). If you answered No, what information will you use to assess impact?</p>

<p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <p>1: Recruitment data, e.g. applications compared to the population profile, application success rates 2: Complaints by groups who share / represent protected characteristics 4: Grievances or decisions upheld and dismissed by protected characteristic group 5: Insight gained through engagement</p>	<p>Please note that due to the small number of staff employed by the CCG, data with returns small enough to identify individuals cannot be published. However, the data should still be analysed as part of the EIA process, and where it is possible to identify trends or issues, these should be recorded in the EIA.</p>
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Assessing Impact

**Is this policy (or the implementation of this policy) likely to have a particular impact on any of the protected characteristic groups?
(Based on analysis of the data / insights gathered through engagement, or your knowledge of the substance of this policy)**

Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and, if applicable, justification where a <i>Genuine Determining Reason</i> ¹ exists (see footnote below – seek further advice in this case)
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It is anticipated that these guidelines will have a positive impact as they support policy writers to complete meaningful EIAs, by providing this template and a range of potential issues to consider across the protected characteristics below. There may of course be other issues relevant to your policy, not listed below, and some of the issues listed below may not be relevant to your policy.

Gender			X	<p>There is data available that supports the fact that female workers are often carers for children or relatives and may have had career breaks for having families. Female workers experience limitations on their ability to apply for, or be offered promotion due to family / caring commitments.</p> <p>However the policy is written in line with current legislation and best practice to ensure a fair</p>
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1. ¹ The action is proportionate to the legitimate aims of the organisation (please seek further advice)

				<p>and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks and in accordance with this legislation should be gender blind.</p> <p>In addition to this policy all employees can request flexible working from day 1 of employment making posts more accessible for women/carers.</p>
Age	x			<p>The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).</p>
Race / ethnicity / nationality			x	<p>It is acknowledged that those employees and potential employees whose first language is not English may cause a disadvantage when going through a recruitment process. The ICB would support these individuals by ensuring where possible relevant support is available to eliminate this disadvantage.</p>
Disability		X		<p>The ICB is committed to inclusive and accessible recruitment. The ICB operates a Guaranteed Interview Scheme whereby applicants who meet all of the essential criteria are guaranteed an interview and the policy is explicit that reasonable adjustments will be made where</p>

				necessary.
Religion or Belief	X			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).
Sexual Orientation	X			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).
Pregnancy and Maternity	X			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).
Transgender / Gender reassignment	X			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with

				workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).
Marriage or civil partnership	x			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).

Action Planning:

As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse impact or strengthen the promotion of equality?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:
Gender and Race discrimination / disadvantage	Effective monitoring of this policy and providing advice in line with this policy and legislation Effective reviews of recruitment processes and recruitment data Continue to deliver recruitment and selection training covering equality act legislation.	HR	Ongoing requirement	Annual

Sign-off

EQiAs to be sent to the Equality and Diversity (E&D) Inbox at hullccg.equalityanddiversity@nhs.net at least 10 days before the document deadline date (Please do this as early as possible).

Following review your EQIA will be returned with any comments included, please action these and return the updated fully formatted document to the E&D Inbox for sign off.

I agree / disagree with this assessment / action plan

If *disagree*, state action/s required, reasons and details of who is to carry them out with timescales:

Signed:

Date:

