

Livewell Southwest

**Recruitment and Selection Policy and  
Procedure**

Version No 3.5  
Review: November 2027  
Expires: April 2028

**Notice to staff using a paper copy of this guidance**

**The policies and procedures page of LSW SharePoint holds the most recent version of this guidance. Staff must ensure they are using the most recent guidance.**

**Author: People and Professionalism**

**Asset Number: 180**

## Reader Information

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<b>Supersedes document</b>	All previous versions
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## Document Review History

Version No.	Type of Change	Date	Originator of Change	Description of Change
For previous review history please contact the PRVG Co-Ordinator.				
2.4	Extended	January 2021	HR Admin	Extended
2.5	Extended	September 2021	Associate Director of HR & Engagement	Extended
3	Reviewed	May 2022	Resourcing and Retention Manager	Minor changes
3.1	Reviewed	April 2024	Resourcing and Retention Manager	Minor changes
3.2	Reviewed	September 2024	Recruitment Manager	Pg2 – Right to work and Sponsorship Policy added as an associated document. Pg 7 – Appointing manager and Payroll responsibilities updated. Pg 7 – Training and support section updated to include details of the seminars. Pg 23 – Process map added as Appendix C and Pg 4 contents updated to reflect.
3.3	Reviewed	April 2025	Clare Blackmore Recruitment Manager	Minor changes
3.4	Updated	December 2025	Clare Blackmore Recruitment Manager	<ul style="list-style-type: none"> <li>Updated associated documents list to reflect any changes</li> <li>Added section 5.9 to state that recruiting managers</li> </ul>

				<p>are responsible for: <i>Obtaining documentation from the candidate in an in-person meeting, prior to a start date being arranged.</i></p> <ul style="list-style-type: none"> <li>Updated section 10.18,10.19, 12.5.2, 12.6.4, 12.6.5 of Appendix A.</li> <li>Appendix D added – AI usage for candidates</li> </ul>
3.5	Updated	February 2026	Clare Blackmore Recruitment Manager	<ul style="list-style-type: none"> <li>Section 10.17 updated</li> </ul>

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# Recruitment and Selection Policy and Procedure

## 1 Introduction

- 1.1 Livewell Southwest is committed to fairness and equity and values diversity in all aspects of its work as a provider of health and social care services and as an employer of people. We constantly strive to build a workforce that is representative of the community it serves.
- 1.2 Livewell Southwest is committed to eliminating all forms of discrimination on the grounds of age, disability, gender reassignment, marriage / civil partnership, pregnancy maternity, race, religion or belief, sex and sexual orientation in the provision of our services and in recruitment and employment. This enables an environment that is characterised by dignity and respect which is free from harassment, bullying and victimisation.
- 1.3 This Policy ensures that effective, fair and consistent recruitment and selection procedures operate within Livewell Southwest that are compliant with employment practices and employment legislation. It will ensure clear processes are in place to enable Livewell Southwest to recruit and retain skilled people.

## 2. Scope

- 2.1 This Policy applies to all employees, Contract for Services honorary contracts and volunteers of Livewell Southwest who have a contract of employment or workers who have an NHS Professionals/Agency Agreement and others who may be involved in the recruitment and selection process. The Policy defines advertising protocols and recruitment procedures.

## 3. Definition of terms

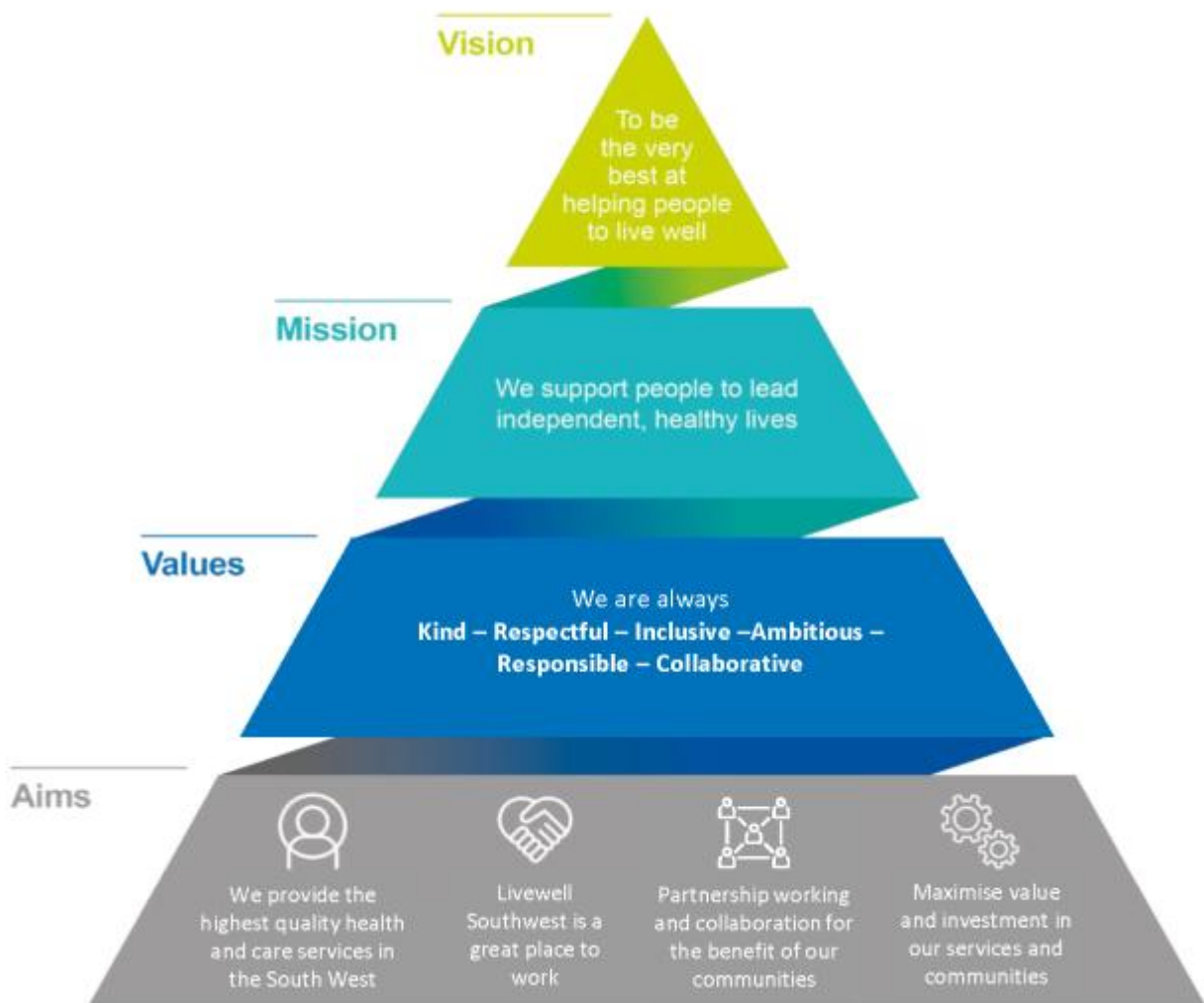
- 3.1 Employees with contracts of employment with Livewell Southwest and have 'employee status' (with regard the Employment Rights Act 1996 and The Agency Workers Regulations 2010 (SI 2010/93)). This includes employees on permanent, temporary, full-time, part-time, or fixed term contracts.

## 4. Policy statement

- 4.1 Livewell Southwest is a social enterprise and as such recognises its responsibilities towards all sections of the community. Livewell Southwest is committed to:
  - Promoting Livewell Southwest as an employer of choice
  - Ensuring that the recruitment and selection procedure promotes a positive image of the organisation
  - Recruiting skilled people to enable Livewell Southwest to achieve its aims and objectives
  - Promoting objective, fair and transparent recruitment practices throughout Livewell Southwest

- Ensuring that selection decisions are based on objective and justifiable criteria
- Ensuring recruitment methods are cost effective and efficient
- Ensuring that we follow the most up to date Safer NHS Recruitment/ documentation standards as instructed by NHS Employers, NHS England, The Home Office and Counter Fraud.

4.2 The following table shows the organisation’s strategic pyramid, setting out its vision, mission, values and four strategic aims.



4.3 Livewell Southwest aims to design and implement policies that meet the diverse needs of our service and workforce, ensuring that none are placed at a disadvantage over others, in accordance with the Equality Act 2010.

## **5. Duties (Roles and Responsibilities)**

### **5.1 Recruitment Team is responsible for:**

- 5.2 Upholding the provisions within this policy in accordance with employment legislation, best practice and NHS Employer's, NHS England, The Home Office and Counter fraud guidelines.
- 5.3 Providing training, materials and guidance to Heads of Service, Team Managers and wider teams through online or face to face or seminar initiatives.
- 5.4 Providing recruitment statistics to the Board and Executive teams as and when required and for putting into practice any resulting recommendations.
- 5.5 Liaising with NHS Jobs through the updated platform and other advertising medium (upon receipt of completed and authorised Approval to Recruit (ATR) forms.

### **5.6 Appointing manager is responsible for:**

- 5.7 Ensuring that this policy is carefully followed within their department/service. All Appointing managers should familiarise themselves with and follow this policy.
- 5.8 Attending a toolkit training session or viewing the toolkit training slides on the Recruitment SharePoint [website](#) or ESR.
- 5.9 Obtaining documentation from the candidate in an in-person meeting, prior to a start date being arranged.
- 5.10 Completing the appointment form on a new starter's first day.

### **5.11 Payroll are responsible for:**

- 5.12 Checking the appointment form against the contractual paperwork and then forwarding the appointment form to SBS for processing.
- 5.13 Confirming the correct pension scheme for new employees, with SBS.

## **6. Training and support**

- 6.1 Livewell Southwest provides guidance to all existing and new employees to help them understand their rights and responsibilities under this policy through verbal, telephone or SharePoint. For more information email [Livewell.Recruitment@nhs.net](mailto:Livewell.Recruitment@nhs.net) or look on the Livewell Southwests Recruitment Intranet hub.
- 6.2 Seminars are available on ESR or the Recruitment SharePoint website.

## **7. Monitoring compliance with the policy**

- 7.1 The effectiveness of this policy will be monitored through the HR Policy Group for more information email [Livewell.HR-Livewell@nhs.net](mailto:Livewell.HR-Livewell@nhs.net) or look on the Livewell Southwests Healthnet page.

**All policies are required to be electronically signed by the Lead Director. Proof of the electronic signature is stored in the policies database.**

**The Lead Director approves this document and any attached appendices. For operational policies this will be the Head of Service.**

**The Executive signature is subject to the understanding that the policy owner has followed the organisation process for policy Ratification**

Title: Director of People and Professionalism

Date: 6<sup>th</sup> May 2025

## Appendix A

### Process for Recruitment and Selection

#### 1 Introduction

- 1.1 During this process, consideration of the Devon Integrated Care Partnership (ICS) opportunities will be checked. Please seek advice from an HR representative.

#### 2 Identifying a vacancy

The occurrence of a vacancy is an opportunity to review the necessity for the post and its duties, responsibilities and grade.

Where the duties of a post have changed significantly the appointing manager must seek advice from the workforce team as to whether the role needs to be re-evaluated via the job evaluation process.

When a vacancy arises, consideration must be given to colleagues where their current post is 'at risk' in line with the Organisation's Redeployment and Redundancy Policy.

#### 3 Approval to Recruit Process

- 3.1 All Livewell Southwest established posts must have been through a job evaluation process before an approval to recruit form is completed, where practically possible. The ATR form is located on SharePoint [here](#).
- 3.2 The appointing Manager is responsible for completing the recruitment process through the online NHS Jobs platform with the support of the recruitment team. This must be authorised by the Heads of Service or equivalent and the Management Accountant before any recruitment can commence.
- 3.3 In order to submit an approval to recruit, the appointing manager must email their completed application to:

[livewell.budgetholderqueries@nhs.net](mailto:livewell.budgetholderqueries@nhs.net)

#### 4 Job descriptions and person specifications

- 4.1 See the Job Description and Person Specification Guidance available on the intranet.

#### 5 Advertising

- 5.1 Livewell Southwest will utilise NHS Jobs, the e-recruitment system, for all vacancies, as well as requests by Managers to advertise locally, nationally and in key periodicals.

- 5.2 The Appointing manager will aim to place vacancies on NHS Jobs within one day (where practically possible) upon receipt of a fully completed and authorised ATR form and all the relevant documentation (i.e. Job Description, Person Specification and Advert). Requests for external media may take longer and will be determined by the Advertising agencies deadlines. The cost of external advertising will be deducted from the cost centre the ATR is aligned to.
- 5.3 When a vacancy has closed, the Appointing manager is responsible for updating on NHS Jobs those applicants that were shortlisted/ unsuccessful and appointed.

## **6 Drafting an advert**

- 6.1 The Appointing Manager in conjunction with the Recruitment Team is responsible for preparing the advert. Previously used templates are available to recruiting managers via Recruitment Team. Adverts must be:
- Inclusive and non-discriminatory
  - Provide a brief summary of the job and highlight the required Key skills, attributes and experience for the vacancy being advertised.
  - Whilst all advertisements are reviewed by the Recruitment Team the Appointing Manager is responsible for ensuring the advert is accurate, reflects the vacancy adequately
  - To include a contact name with a telephone number/email from whom further information may be obtained by the applicant
  - Include the Disability Confident symbol – this is a pre-set on NHS jobs3 so will always be published.
  - A paragraph advising applicants that recruitment information is available in alternative formats including Braille and large font

## **7 Closing dates**

- 7.1 All vacancies advertised in an external publication should run for a period of 10 days. All internal vacancies should run for a period of 7 days.
- 7.2 It is recognised that some jobs at Livewell Southwest attract a vast number of applicants. For those jobs a disclaimer may be included on our NHS Jobs advert which states: *“Please note that Livewell may close the job advertisement earlier than the specified deadline if a high number of applications are submitted. Therefore, we recommend you submit your application at the earliest opportunity”*

## **8 Application forms**

- 8.1 Livewell Southwest in most cases accepts the NHS Jobs application form. However, in certain circumstances and following approval from the Deputy Director and/or The Recruitment Manager some vacancies may require CVs and/or other information.

- 8.2 All applications for employment at Livewell Southwest should be made online via NHS Jobs (this step-by-step guidance for recruiting managers and staff is found in the recruitment tab or under the NHS J3 tab on Livewell Southwest's Intranet page or contact [Livewell.Recruitment@nhs.net](mailto:Livewell.Recruitment@nhs.net) for guidance.
- 8.3 Livewell Southwest reserves the right to reject applications from former employees, workers, agency workers or contracted workers who have previously worked within Livewell Southwest and have been dismissed, had their agreement terminated or were subject to an investigation immediately prior to their employment ending, on the grounds of Gross Misconduct, Misconduct or Poor Performance. Also, in circumstances where a settlement agreement was reached.

## **9 Short-listing**

- 9.1 Short listing must be undertaken by a minimum of two people, one of whom should be the Appointing Manager. The short-listers must be the same banding or above.
- 9.2 The Appointing Manager will be responsible for making a final decision where the short-listing panel is unable to make a unanimous decision.
- 9.3 Short listing must be carried out in a timely manner no later than three working days following the closing date, and should always be undertaken by both the Lead Short-lister and the additional person added to short-list using NHS jobs 3
- 9.4 The purpose of the short-listing process is to identify applicants who meet each element of the essential person specification for the job, using a scoring method. The short-listing criteria should include the behaviours and values as well as technical expertise and experience.
- 9.5 References should be sought after the interviews and must never be used as a means to shortlist.
- 9.6 Livewell Southwest follows the Disability Confident Employer Scheme which adopts the values that this scheme incorporates. Disabled applicants who meet all the essential criteria and select on their application form that they wish to be considered under the guaranteed interview scheme must be invited to interview, this also applies to the Armed Forces Covenant initiative.
- 9.7 All applicants who are unsuccessful after short listing will receive an email notification via NHS Jobs confirming that they have been unsuccessful. Each applicant must be given the opportunity to gain feedback from the short-listing panel, the lead short lister must state that they are happy for themselves to be contacted in this instance.
- 9.8 While it is best practice for it to consist of the same panel members involved in the short-listing process; this can be varied at the interview stage as long as the same interview structure and questions are adhered to.

9.9 The shortlisting team should disclose if they know the candidate (see Relationships at Work Policy).

## **10. Interviewing**

10.1 All short-listed applicants will be contacted via NHS Jobs with the interview date/time options. If any further information needs to be provided to candidates, this can be done by following up with an email. If the candidate is undertaking an online interview, the recruiting manager should send the candidate a MS Team invite.

10.2 The invitation will ask applicants to inform Livewell Southwest if any adjustments need to be made to attend the interview. Use NHS Jobs to advise if there will be any testing at interview, the type of test or assessment and remind applicants of documentation that they must present at interview in line with employment checks.

10.3 Interviews will be planned, structured and consistent for each candidate, taking reasonable adjustments into consideration. Dates should be selected to avoid major religious/belief festivals, and Friday to Sunday to be avoided if at all possible.

10.4 Interviews will assess the values of candidates as well as their skills, experience and competence. Values based recruitment will form a major part of the recruitment process.

10.5 Interview panels must consist of a minimum of three members and where possible be mixed gender and promote the diversity of the workforce. A chair must be appointed, who will be responsible for making the final decision where the panel is unable to make a unanimous decision. The chair should be of an equal or higher pay band than the band of the vacancy being recruited to. The additional panel members should be of the same banding or above for the post being interviewed.

10.6 People with Lived Experience (PWLE) are encouraged to form part of an interview panel as an additional participant in the interview process and may be act as the '3<sup>rd</sup>' person at interview if deemed suitable.

10.7 At least one panel member must have received Recruitment & Selection Training via the team or the Recruitment toolkit seminars. Other panel members should have familiarised themselves with the Recruitment Policy prior to interview. To ensure a fair and consistent process, one of the panel should be from another directorate/service area, and wherever possible the same panel members should interview all candidates, even if the interviews are over more than one day. Interviewers should also disclose if they know the candidate beforehand (see- Relationships at Work Policy)

10.8 The interview panel should meet prior to the interview and plan the sequence of the interview questions and the structure of the interview. Questions also serve

to substantiate details from the application form and explore any gaps and anomalies.

- 10.9 To ensure transparency it is good practice for a declaration on the interview outcome form for the interviewer to declare whether they have/have not a personal relationship with the candidate. The declaration on the candidate interview form will provide transparency during the recruitment process
- 10.10 Any positive declarations should be reviewed by recruitment or Heads of Service to decide whether the conflict of interest places the interviewer in a position which risks, or appears to risk, conflict between their private interests and their organisations duties. A positive declaration may be construed as an unfair financial benefit to the candidate who may be potentially offered a position within the organisation.
- 10.11 All applicants must be asked the same questions which must not be of a discriminatory nature. Protected characteristics under the Equality Act 2010 are not reasons to turn down a suitable applicant. Livewell Southwest has a duty to make any reasonable adjustments that would enable an applicant to take up a post.
- 10.12 A structured scoring system will be used for selecting the most suitable applicants. Each applicant should be scored against each question asked during the interview. Each applicant should be scored against the same criteria. Notes should be written immediately after each interview. Subjective opinions or feelings about applicants must not form part of the decision-making process. If additional selection methods are used, these should be fed into the decision-making process at the end, and the candidate who best meets the selection criteria chosen.
- 10.13 The person chairing the interview must ensure that the information on the application form is checked with all applicants, where necessary ascertaining an explanation for any gaps in employment. Checks must also be made to ensure that the successful applicant has the professional or vocational qualifications which are essential for the role. This will be carried out by the Recruitment Team.
- 10.14 All applicants should be informed at the end of the interview when a decision is likely to be made and how this will be communicated to them. Unsuccessful applicants must be notified, ideally this should be by telephone but when this is not possible an email or letter should be sent. Applicants must be offered the opportunity for feedback. Any feedback is the responsibility of the Appointing Manager and must be handled sensitively.
- 10.15 Only once all shortlisted applicants have been interviewed can a decision to appoint be made and offers of employment are conditional pending all employment checks being satisfactory.
- 10.16 Interview expenses are not reimbursed and should not be offered unless in exceptional circumstances, where it has been proved difficult to attract suitable

candidates. In this case consistency among candidates for the vacancy must be observed.

- 10.17 Consideration should be given for virtual interviews via MS Teams where short-listable applicants live a considerable distance away. Where this is required all of the applicants will require a virtual interview to ensure that all applicants are treated equably.
- 10.18 If an MS Teams interview is agreed, managers must explicitly inform candidates about the rules of AI use before any assessments or interviews begin. See AI usage guidance in Appendix D
- 10.19 All interviews must be conducted fairly and independently. If the panel reasonably suspects undeclared third-party assistance or artificial intelligence input that could give a candidate an unfair advantage, the interview may be paused to clarify the situation. Approved reasonable adjustments (e.g., interpreters or assistive technologies) are permitted. Where concerns remain after clarification, the interview may be ended and rescheduled under controlled conditions. All actions must comply with the Equality Act 2010, data protection law, and organisational recruitment policies.

## **11. Other selection methods**

- 11.1 Any test undertaken by an applicant (before or after short listing) must be relevant to the Person Specification requirements and free of bias and must be used in conjunction with an interview.
- 11.2 Tests should only be used to demonstrate skills and abilities which cannot be better tested with interview questions. These may include word processing, telephone or manual skills.
- 11.3 Psychometric tests can be used to measure specific ability e.g. verbal reasoning, numerical reasoning or personality testing. Psychometric tests are often used to test a particular job or career area.
- 11.4 Other methods of selection such as Assessment Centres consist of various selection methods including, but not limited to psychometric testing, work samples, group exercises, in-tray exercises and case study analysis. These selection methods could involve team members or service users. Assessment centres, other than for frontline roles, where Livewell Southwest have produced a specific assessment centre, may be used for more senior or specialist posts in addition to a selection interview. Assessment centres must be approved by the HR team. For posts banded 8a or above an external assessment organisation may be used to assist with selection testing. For further information please contact the Recruitment Team.

## **12. Pre-employment checks**

- 12.1 **Types of pre-employment checks:**
  - Employment references

- Health screening
- Professional registration
- Qualifications
- Identity and Right to Work in the UK
- Criminal convictions / DBS disclosures
- Overseas DBS (where necessary)

## 12.2 References and Employment History

12.2.1 External applicants are requested to supply referees covering a full three-to-five-year employment history (including educational and voluntary placement), one of which must be the current or last line manager. Further references maybe required. Applicants from NHS organisations will require 1 reference from their current employer(s), if they have been employed there for more than 3 years. Further reference(s) maybe required as appropriate.

12.2.2 Internal applicants –No references are sought however it is recommended that a meeting between the previous and new line manager takes place to discuss any managerial issues.

12.2.3 Volunteer and Honorary Contracts are required to supply character references who have known them for: 3 years for Honorary and 6 months for Volunteers and are listed on the persons of some standing from NHS Employers.

## 12.3 Pre-employment health screening and Sickness Absence records

12.3.1 Offers of employment for substantive, temporary, honorary and voluntary workers are subject to receiving a satisfactory health declaration. Applicants are required to declare any health issues that may have an impact on their ability to carry out the duties of the role; any reasonable adjustments that may be required will be considered.

12.3.2 Should an applicant state that they do have a health issue that may impact on their ability to conduct the duties of the role, and only after an offer of employment has been made, the Appointing Manager may request that the applicant undertake an Occupational Health & Wellbeing Assessment.

12.3.3 Further guidance on pre-employment health referrals can be found within the Occupational Health & Wellbeing section of the intranet.

12.3.4 Where relevant, sickness levels can be ascertained from a previous employer. For candidates moving between NHS organisations using ESR system, then it should be included that the electronic Inter Authority Transfer system (IAT, check in NHS Jobs user guide) is used and that the Occupational Sick Pay data is collected. If this data is not available electronically then the employing organisation should make enquires with the previous employer to establish the reason why and to obtain the absence details held for the candidate concerned

(contact Recruitment Team on Livewell.Recruitment@nhs.net ref IAT system).

#### **12.4 Professional registration**

- 12.4.1 Where an advertised role requires a professional registration with a licensing or regulatory body in the UK or another country, all applicants should have entered their registration details on their application form. All shortlisted applicants must provide documentary evidence of their registration at the interview stage.
- 12.4.2 It is the Recruitment Team's responsibility to ensure that copies of all registration documents have been made.
- 12.4.3 Prior to making any offer of employment, the Recruitment Team must check with the relevant body e.g. NMC, GMC, GDC, HCPC, SW to determine that the registration is valid.
- 12.4.4 If a successful applicant does not have valid registration or there are conditions related to their registration, the Appointing Manager must be notified. Recruitment will be required to contact the applicant to enquire as to the circumstances surrounding their registration. If the matter cannot be resolved the applicant must be notified that we are unable to offer them employment due to these concerns.
- 12.4.5 Copies of registration documents, for the appointed applicant(s), must be sent to the Recruitment Team with the necessary New Starter documentation. HR/Payroll will enter the registration details onto the Electronic Staff Record (ESR). Copies will then be held on the employee's central HR file.
- 12.4.6 Copies of registration documents for unsuccessful applicants should be shredded after the interview, unless you are not offering to an applicant due to a reason associated with their registration.
- 12.4.7 Further information regarding registration checking can be found in the Professional Registration policy.

#### **12.5 Qualifications**

- 12.5.1 All short-listed applicants are required to provide original documentary evidence of the necessary qualifications, as stated on the Person Specification, at the interview stage.
- 12.5.2 It is the Recruiting Managers responsibility to check and take a photocopy or scan of all original documents seen in person. Managers should then send the copies to the Recruitment Team by email, who will archive the appropriate paperwork as required.
- 12.5.3 If an applicant claims to have a qualification but subsequently is unable to present documentary evidence it is the applicant's

responsibility that evidence is provided, to confirm their attendance on the course, course details and grade awarded. Failure to provide evidence may result in any offer of employment being withdrawn.

- 12.5.4 Copies of original qualification documents will be made by the Recruitment Team. HR/Payroll will enter the registration details onto ESR. Copies will then be held on the employee's central HR file.
- 12.5.5 Copies of original qualification documents for unsuccessful applicants should be shredded after the interview. However, if the reason for not pursuing the application is for a reason associated with the qualifications, then the documents must be sent to the Recruitment Team with the remaining recruitment documentation.

## 12.6 Checking identity and right to work in the UK

- 12.6.1 All applicants are asked to bring to the interview, evidence to confirm their identity and right to work in the UK. These requirements are two-fold:
- 12.6.2 Individuals must supply evidence to confirm their identity in order to comply with the NHS "Verification of identity employment check standard" (available to download at [www.nhsemployers.org](http://www.nhsemployers.org)).
- 12.6.3 Under Section 8 of the Asylum & Immigration Act 1996 it is a criminal offence to employ a person aged 16 or over who is subject to immigration control. The individual is responsible for providing evidence of their right to work in the UK in accordance with current Home Office guidance.
- 12.6.4 All applicants who are interviewed online will be asked to scan the required ID docs and qualifications to the recruiting manager, who will send an MS Teams invite to view all of the original documents, which are then emailed to the recruitment team. The candidate should be told to retain these documents as they will be required to present these to their manager prior to a start date being arranged, ensuring that we comply with the Home Office/Counter fraud verification of Identity documents standards.
- 12.6.5 All applicants who undertake face to face document checks with the recruiting manager are expected to provide the original documents, photocopies cannot be accepted. These should be seen in person, scanned and emailed to the recruitment to save/action as appropriate.
- 12.6.6 All documents that are sent by the recruiting manager for a successful applicant, should have the following statement listed within the email, so that we are compliant with the current legislation set by The Home Office in regards to the retention of ID documentation; **'The date this right to work/ID/qualification check was conducted was on (date) and I can confirm that the attached ID/Quals were formally and physically verified in-person by (name)'**.

- 12.6.7 Pre-employment/engagement checks will begin once the recruitment team have received the correct Right to Work documents (passport, visa, Home Office Share code (with DOB), name change documents and evidence of the national Insurance Number from an official source) and address documents from the recruiting manager.
- 12.6.8 Only applicants who can provide the necessary identification and right to work documentation (as highlighted in the “Identity” Employment Check Standards and “Right to Work” Employment Checks Standard) will be able to commence employment with Livewell Southwest. All applicants must provide original documentation.
- 12.6.9 Copies of identification and/or right to work documents for unsuccessful applicants should be shredded after the interview, unless the reason for not making an offer to the applicant is for a reason associated with these documents in which case the documents must be sent to the Recruitment Team with copies of the remaining recruitment documentation.

## **12.7 Disclosure and Barring Service (DBS) Checks**

- 12.7.1 If the role has access to or contact with children and/or vulnerable adults then a DBS disclosure must be obtained (the Recruitment Team hold a list of all jobs eligible for DBS checks). A DBS application must be completed using the sent link for our e-DBS service, this is then checked, and by The Recruitment Team after which it is submitted to the DBS for processing. The Recruitment Team is the gatekeeper of the information. A record of the DBS information outcome is held in ESR for Information Governance (IG) and data protection purposes.
- 12.7.2 Most posts within Livewell Southwest will require that a DBS check is obtained for successful applicants at either an enhanced or standard level. New employees who require a DBS check will not be able to commence employment without the satisfactory check of the DBS information outcome from the DBS website.

## **12.8 Registration Authority Checks**

- 12.8.1 These checks are required for creation of an NHS Smart card which is used to access required systems. The checks are consistent with those required for right to work process. The NHS Smartcard contains a photographic ID; this will be taken at the pre-employment meeting by the ID checker.

## **12.9 Modern Slavery**

- 12.9.1 This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes part of Livewell Southwest’s Modern slavery and human trafficking statement.

12.9.2 In relation to recruitment of staff, we provide assurance that all staff employed on a permanent or temporary basis are subject to checks to ensure that they are not the subject of modern slavery or human trafficking.

## 12.10 Salary

All new entrants to Livewell Southwest will automatically be appointed to the minimum pay point of their Agenda for Change (AfC) band. However, in exceptional circumstances, where there is evidence e.g. relevant previous NHS or related service, to support a request to offer above the bottom of the relevant pay band, the Recruiting Manager should seek authorisation with Recruitment colleagues. N.B Authorisation must be obtained before offering the higher salary to the candidate.

All previous NHS or related service will be subject to verification by the Recruitment team and if details cannot be confirmed the salary may subsequently be amended to the first point on the band and any entitlements adjusted accordingly.

## 13 Appointment

13.1 Upon commencement in post, the Appointing Manager will complete an electronic Appointment form on the staff intranet.

13.2 Without all fully complete documentation, as detailed above, HR/Payroll will not set the employee up on the ESR system and an employee will not be paid.

## 14 Contract of employment

14.1 Upon input of all personal and role information into the ESR system, the Recruitment team will send a Contract of Employment to the new employee's home address once all the relevant information has been supplied by the Appointing Manager.

14.2 All Contracts of Employment will be sent prior to the start date. For the Recruitment Team to be compliant with current contractual legislation. Please can recruiting managers please supply The Recruitment Team with the start details at least 48 hours prior to the start date.

## 15 Confidentiality and record keeping

15.1 At all times, managers and employees involved in any aspect of this procedure must comply with the requirements of Livewell Southwest's Data Protection, Confidentiality, Caldicott and Safe Haven Policy and Procedure v1 and the principles of good record keeping set out in Livewell Southwest's Clinical Record and Note Keeping Policy.

## 16 Counter Fraud

Any person involved in the recruitment process with concerns regarding the authenticity of evidence provided i.e. gaps in employment history, references, qualification documents etc. should immediately seek further guidance from the Fraud, Bribery & Corruption Policy and Guidance and escalation to the Local Counter Fraud Specialist.

## **17 Equality Act Section 60**

Section 60 of the Equality Act describes the specific circumstances that an employer can legally ask questions about an applicant's health or disability prior to an offer of appointment (this applies whether the offer is conditional or unconditional). The purpose of Section 60 is to prevent disability or health information being used to sift out job applicants without first giving them the opportunity to show they have the skills to do the job.

## **18 Returning, storing and destroying recruitment documentation/ storing records**

- 18.1 All recruitment documentation, including short listing and interview notes are to be returned to the recruitment team and are kept for a period of six months.

## **19 Subject Access Requests**

- 19.1 Guidance is provided in the Data Protection, Confidentiality, Caldicott and Safe Haven Policy and Procedure.

## **20 Complaints**

- 20.1 If an applicant believes that this Policy has not been followed, they should write to the Recruitment Manager who will arrange for their complaint to be investigated. Wherever possible they will be given a written reply to their complaint within two weeks of receipt of their letter. If the complainant is not satisfied with the outcome, they should write to the Deputy Director of People. Existing employees should use the Organisation's Grievance Procedure.

## **21 Wilful Failure to Follow the Organisations Policy**

- 21.1 Individual managers who wilfully fail to follow the Organisation's Policies in relation to recruitment and selection and equal opportunities are liable to disciplinary action under the Organisation's Disciplinary Policy.

## Appendix B

### Frequently Asked Questions

- Do I have to appoint the candidate with the highest interview score?
  - No, ordinarily it would be expected that the candidate with the highest interview score would be appointed. However, the Panel may feel that based on the overall performance, assessment feedback, team 'fit' and the depth and quality of knowledge in a particular critical area the highest scorer is deemed not to be the most suitable candidate for the post.
  - Remember you do not have to appoint whatever the score.
  - Advice can be sought from HR & Corporate Services.
  
- What if there is more than one candidate who is appointable?
  - Managers can request that the Recruitment Team keep these candidates 'on file' for up to four months in line with the ATR process.
  - The Manager should check with the candidate that they agree to this.
  - This may occur if the appointed candidate declines or a similar vacancy arises, e.g. band/grade, hours.
  - This is at the Appointing Manager's discretion.
  
- Do I always have to advertise a vacant post on NHS Jobs?
  - No, certain posts need not be advertised.
  - The redeployment database needs to be considered for all posts in the first instance. Please contact the HR Department.
  - Once the redeployment database has been considered and you are able to proceed to fill the vacancy/hours. Managers would then need to offer the opportunity to all eligible members of the team, to include staff on annual leave, sickness and maternity/paternity/adoption leave. Wider locality areas could be considered if existing team members decline.
  - Alternatively, you can apply to see the internal transfer and kept on file list.
  - This should be an auditable process.
  
- How do I cover an absence, i.e. maternity leave, career break?
  - You can advertise for a temporary post through the normal processes.
  - However, in the advert you can state that the length of the contract will be 'until the return of the current post holder'.
  
- What happens if a candidate cannot attend an interview on the stipulated date, do I have to offer an alternative?
  - No, Managers are under no obligation to offer an alternative date unless the request is a reasonable adjustment due to disability/illness. If you do arrange another date, you must ensure as far as possible that the same Interview Panel and questions are used
  
- Do internal posts have to be advertised on NHS Jobs?
  - Yes, they do to ensure that a fair and transparent process has been undertaken.

- Can I offer someone on a fixed term contract a comparable substantive post or another fixed term contract?
  - Yes, provided the internal process has been followed. This will include consideration of the redeployment database.
  - Advice should be sought from HR Department.
  
- Do I need to have an approved ATR before any recruitment process can be started?
  - Yes.
  - An ATR is valid for four months from the date of approval at the Vacancy Review Panel.
  
- Can I advertise a post whilst the employee is still in post?
  - Yes, if an employee has resigned and the resignation has been accepted in writing.

## Appendix C

**Key:** Recruiting Manager to action

Recruitment Team to action

<p>Once the *ATR is released the Recruiting Manager is responsible for:</p> <p>1 – PLAN – Make the necessary arrangements</p> <p>2 - Deciding upon a closing date for the advert</p> <p>3 - Arranging and diarising a suitable date to complete online shortlisting.</p> <p>4 - Decide on an interview date and arrange a suitable panel</p> <p>5 - Upload an appropriate Job Description and Person Specification to NHSJ, and then inform the Rec team</p>	<p>Rec team to provide receipt of instruction to publish.</p>	<p>Once the advert has closed - The Recruiting Manager must begin and finalise the shortlisting process.</p>	<p>Once the Interviews have been completed and a decision has been made. Please forward the interview outcome form and the candidate's ID documents to the Recruitment team.</p>	<p>Interview outcome form and required ID received and acknowledged by the Recruitment team.</p> <p>Pre-employment checks begin: DBS (if required), OH, References, Qualification Certification check.</p>	<p>Pre-employment checks completed, and the Recruitment team will email the Recruiting Manager with authority to make the formal unconditional offer of employment.</p>	<p>Recruiting Manager to provide an agreed start date to the Recruitment team, so that the contract can be issued.</p> <p><b>PLEASE NOTE: Contractual paperwork must be issued prior to an agreed start date. This is a LEGAL requirement and cannot be changed under any circumstances!</b></p>
	<p>Advert to appear live on NHS Jobs.</p>	<p>The Recruiting Manager to set-up required interview arrangements via NHS Jobs. Please ensure candidates bring their ID documents.</p>				

## Appendix D

### AI Usage Guidance for Job Applicants

#### Purpose

This guidance outlines the appropriate use of Artificial Intelligence (AI) tools by applicants during the recruitment process. Our aim is to ensure fairness, transparency, and equal opportunity for all candidates.

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#### Our Commitment

We recognise that Generative AI (GenAI) tools such as ChatGPT can be a helpful tool in supporting your job application. Our priority is to ensure that all applicants are assessed fairly, based on their genuine qualifications, experience, and potential. At Livewell, we value integrity, transparency, and a sincere interest in the role.

Your application is an opportunity to showcase what makes you the right fit for the position. Whether in written responses or during interviews, it's important that what you share genuinely reflects who you are, what you've done, and the skills you bring.

You may choose to use GenAI to support your application—or not. Either choice is completely acceptable. However, it is important to see GenAI as a tool to supplement your skills and experience – not as a replacement. The use of AI is monitored and if you have used this to generate substantial content, you are required to declare this to ensure transparency.

**If you do choose to use GenAI to support your job application, please ensure it is used responsibly and in line with this guidance provided.**

We encourage you to take the next step in your career journey with confidence. Good luck with your application!

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#### Acceptable Use of AI

You may use AI tools (such as ChatGPT, Grammarly, or similar) to:

- Refine your application documents (for example, using AI to come up with ideas to structure your thoughts)
- Practice interview techniques or rehearse answers to common questions.
- Research roles, companies, or industries to better understand the job you are applying for.
- Check spelling and grammar.

When using AI to support your application:

- Ensure that content is accurate and genuinely reflects your experience, skills, and qualifications.
- You remain fully accountable for any content submitted.
- AI tools should be treated as assistive, not as a replacement for your own responses or judgement.

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## Unacceptable Use of AI

The following uses of AI are **not permitted** during the recruitment process:

- Relying solely on AI to write your application: Statements written by GenAI are often generic and may not personally represent you or your skills and experience. Don't copy and paste answers from GenAI tools into your application. You must draft your statement yourself to ensure it accurately reflects your personal experience and aligns with the job advert.
- Copying AI-generated content or others' AI-assisted content, without meaningful editing or without giving any personal input or context.
- Using AI tools to complete assessments or tests intended to evaluate your own skills, judgement, or reasoning.
- Allowing AI to generate responses in real-time interviews (including live or video interviews).
- Presenting AI-created work samples as your own original work if not clearly disclosed.

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## Declaration of AI Use

- We do not require you to disclose the use of AI tools for general support (e.g., grammar checks or formatting help). However, if AI has been used to generate **substantial** content, please be transparent and clarify which parts were AI-assisted.
- Further, if you have a disability and require the use of AI as a reasonable adjustment (to reduce a disadvantage) this should be declared.

Any evidence of inappropriate AI use and/or failing to declare where substantial AI has been used may result in disqualification from the recruitment process.