



Recruitment and Selection Policy and Procedure

April 2026

People Area	Recruitment and Selection Policy and Procedure
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FBU Consultation:	
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CFA Approved:	
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Implementing Officer:	

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Policy

Cleveland Fire Brigade is committed to building and maintaining a highly skilled, professional and diverse workforce whose conduct reflects the Service's values, standards, and commitment to public service. To achieve this, the Service will attract, recruit and retain high-calibre employees through fair, consistent and lawful recruitment and selection practices that reflect recognised best practice, promote safer recruitment principles, and align fully with the Service's Values and Behaviour Framework.

The Service will maximise the use of apprenticeships as a high-quality entry route into the Service and as a development pathway to support workforce planning.

1. Scope & Purpose

- 1.1 This policy and its associated procedures apply to all current and prospective individuals engaged by Cleveland Fire Brigade, including those in permanent or temporary employment, as well as volunteers, apprentices, secondees and agency workers.
- 1.2 The purpose of this policy is to provide a robust framework that ensures the Service recruits and selects the right people, with the right skills, at the right time, while incorporating safer recruitment principles to support a safe and trustworthy working environment.
- 1.3 To support the achievement of this, the Service will:
 - ensure all appointments comply with employment law, good employment practice and, where appropriate, relevant national guidance
 - adopt a structured, systematic and consistent approach to managing vacancies across the Service
 - base all recruitment and selection decisions on merit, using transparent, objective and job-related criteria to identify the best candidate for each role

- provide appropriate training, guidance and support to all employees involved in recruitment and selection activities
- treat all candidates fairly, respectfully and efficiently, ensuring a positive and professional recruitment experience, regardless of the outcome
- proactively market the varied work of the Service and its career opportunities to attract and retain candidates from diverse backgrounds
- actively support equality of opportunity and promote diversity within the workforce by complying with the Equality Act, removing barriers, providing reasonable adjustments and ensuring inclusive recruitment methods
- ensure the proportionate representation and retention of staff to help the workforce reflect the diversity of the communities we serve.

2. Principles

2.1 Data Protection

- 2.1.1 The Service's recruitment and selection records will be kept confidential and managed in accordance with data protection legislation.
- 2.1.2 Documentation relating to successful candidates will be retained on the individual's personal file for the duration of their employment. Documentation relating to unsuccessful candidates will be retained for 12 months following appointment and then disposed of confidentially.

2.2 Rehabilitation of Offenders

- 2.2.1 Under the Rehabilitation of Offenders Act 1974 (ROA), individuals are not required to disclose spent convictions unless the role applied for is listed as exempt under the Act.
- 2.2.2 The Service is not exempt from the ROA on a general basis and therefore cannot request disclosure of spent convictions for all posts. However, some roles are exempt and require disclosure of all convictions, including those that are spent.
- 2.2.3 Requirements relating to disclosure will be clearly stated in the recruitment requisition, advert and throughout the selection process.

2.3 Disclosure and Barring Service (DBS)

- 2.3.1 The Disclosure and Barring Service (DBS) supports safer recruitment by helping employers identify individuals who may be unsuitable to work with vulnerable groups, including children.

- 2.3.2 Strict regulations govern which roles are eligible for DBS checks, and the Service will only request checks where legally permitted.
- 2.3.3 Fire and Rescue Service employees are required, as a minimum, to undergo a Standard level disclosure check. The level of disclosure required will vary depending on the role. A matrix of roles and their corresponding disclosure levels is maintained by the HR Team, who can provide advice on the appropriate level required.
- 2.3.4 The Service reserves the right to withdraw a conditional offer of employment if a DBS check reveals information which, following a risk assessment, indicates that the candidate is unsuitable for the role. No contract of employment will exist until the candidate has accepted the offer and all pre-employment conditions have been satisfactorily met.
- 2.3.5 Further details of the Service's responsibilities are outlined in the Disclosure and Barring Service Policy and Procedure.

2.4 Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000

- 2.4.1 The Regulations state that part-time workers must not be treated less favourably than comparable full-time workers unless such treatment can be objectively justified.
- 2.4.2 The Regulations apply to all contractual terms, including pay, sickness and maternity provisions, pensions, training, annual leave, parental leave and access to staff benefits.

2.5 Agency Workers

- 2.5.1 Under the Agency Workers Regulations, agency workers are entitled to access organisational facilities and job vacancies from day one. After 12 weeks in the same role, they are entitled to equal treatment regarding pay and other working conditions such as annual leave and rest breaks.

2.6 Asylum & Nationality Act 2006

- 2.6.1 The Service has a legal duty under the Immigration, Asylum and Nationality Act 2006 to prevent illegal working by conducting right to work checks on all employees.
- 2.6.2 Checks must be completed and copies of acceptable original documents retained before employment commences. Failure to do so may result in a civil penalty under section 15 of the Act.

2.7 The Equality Act 2010

- 2.7.1 The Equality Act 2010 protects individuals from discrimination based on nine protected characteristics: age, disability, gender reassignment, marriage and

civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- 2.7.2 The Service will ensure that no direct or indirect discrimination occurs during recruitment and selection.
- 2.7.3 In limited circumstances, a Genuine Occupational Requirement may apply to a role. Where this is the case, it will be clearly documented.
- 2.7.4 To prevent discrimination, due regard must be given to all aspects of the process, including the role profile, person specification, advert, application materials, assessment methods and interview arrangements.
- 2.7.5 Under the disability provisions of the Act, the Service may need to make reasonable adjustments for candidates or employees with disabilities. The advert and any subsequent correspondence will make candidates aware that adjustments can be provided. HR, Occupational Health and managers will work together to assess and implement adjustments on a case-by-case basis.

2.8 Disability Confident

- 2.8.1 As a Disability Confident employer, the Service guarantees an interview to any candidate who identifies as having a disability and who meets the essential criteria for the role.
- 2.8.2 In exceptional circumstances, such as high-volume recruitment, it may be necessary to limit the number of interviews offered. In these cases, the Service may shortlist both disabled and non-disabled candidates who best meet the essential criteria.

2.9 Public Sector Equality Duty

- 2.9.1 Under the Public Sector Equality Duty, the Service must publish relevant equality information and demonstrate transparency and accountability in its decision-making. HR will monitor recruitment and selection processes to ensure compliance.

2.10 Positive Action

- 2.10.1 The Service recognises the value of a workforce that reflects the community it serves. Where appropriate, positive action may be used to promote awareness of career opportunities and encourage applications from underrepresented groups. Positive action initiatives may include targeted outreach, community engagement, candidate preparation sessions and partnerships with representative bodies such as Women in the Fire Service (WFS) and the Asian Fire Service Association (AFSA).

2.11 Pay

- 2.11.1 For Grey Book appointments there are two rates of pay:

- **Development:** is where an employee is undertaking training or working under supervision until they have demonstrated competence across all required functions of the role.
- **Competent:** After all applicable functions have been assessed as having been achieved and independent verification has been completed, the employee will have demonstrated 'competence' in role.

2.11.2 The time required to achieve competence varies depending on individual circumstances, access to assessment and operational opportunities. As a general expectation, most employees should reach competence within three years for firefighter roles (Wholetime, On-Call and Control) and within eighteen months for roles at Crew Manager level and above.

2.11.3 Green Book employees will normally be appointed at the development rate for their post unless exceptional circumstances, such as the need to attract candidates with specialist skills, justify an alternative offer. Any such exception must be approved by the Director of Strategic Planning, People and Resources.

2.11.4 Progression to the competent rate for Green Book staff requires assessment by the line manager and verification by the Head of Service. It is expected that most individuals will achieve competence within 6–12 months. Any performance concerns identified during the initial six-month probationary period must be discussed with Human Resources and managed in accordance with the Service's Probationary Policy.

2.12 **Conduct, Relationships and Training Requirements**

2.12.1 Employees involved in recruitment and selection processes must maintain impartiality at all times. Any employee who is related to, or has a close personal connection with, a candidate must withdraw from the process to prevent any actual or perceived conflict of interest.

2.12.2 Candidates must not canvass or seek to influence Elected Members or employees of Cleveland Fire Brigade. Any such behaviour will disqualify the candidate from appointment, and if discovered after appointment, may result in disciplinary action that could lead to dismissal.

2.12.3 All staff participating in recruitment and selection activities must have completed the Service's recruitment and selection training, as well as equality and diversity training.

3. **Workforce Planning**

- 3.1 The Workforce Development Group (WDG) meets monthly and provides strategic oversight of the Service's people-related activity to ensure the organisation has a capable, well-planned and future-ready workforce. This includes monitoring workforce planning, establishment levels, succession planning and skills forecasting, as well as reviewing recruitment, retention and progression across all duty systems.
- 3.2 The Group also makes decisions on promotions and transfers, records establishment changes, monitors key workforce metrics, and ensures compliance with the Working Time Directive and secondary employment requirements.
- 3.3 Department Managers are responsible for identifying any workforce planning changes within their departments and ensuring that any requests for change are submitted to the WDG for consideration and approval, via their Head of Service, prior to implementation.
- 3.4 In addition, the Group provides assurance on training, competence and professional development frameworks, including leadership development, talent management and apprenticeship governance. It assesses risks relating to workforce capability, implementing appropriate mitigations where required. The Group also promotes continuous improvement by sharing learning and best practice from other fire and rescue services and from the NFCC.

4. Apprenticeships

- 4.1 Apprenticeships will be embedded within workforce planning to support future skills needs, widen access to fire service careers, and develop internal talent.
- 4.2 The Service recognises Apprenticeships as a strategic and essential pathway for developing a skilled, competent and future-ready workforce. They provide a structured, accredited route for building capability across both operational and corporate roles, ensuring staff acquire the knowledge, skills and behaviours required for safe, effective and professional performance.
- 4.3 To ensure a consistent and high-quality approach to developing apprentices across the organisation, the following principles set out the expectations, responsibilities and key requirements involved in supporting Apprenticeship programmes. It provides clarity for managers, apprentices and training partners on how Apprenticeships must be structured, delivered and evidenced in order to meet both organisational standards and the statutory obligations of approved Apprenticeship Standards. Apprenticeship Principles include:
 - Apprenticeships must align to approved Apprenticeship Standards.
 - Training is delivered in partnership with approved training providers.
 - Apprentices receive structured learning aligned to Stages I–III.

- Apprenticeship evidence requirements may exceed standard PDR-Pro requirements; both must be completed.
 - Line managers must provide appropriate supervision, coaching and workplace opportunities.
- 4.4 Apprentices complete an independent EPA to confirm occupational competence. Successful completion of the EPA is a requirement for achieving full competence and, where applicable, progression to competent rate of pay.

5. Assessing Vacant Posts

- 5.1 When a post becomes vacant, the line manager is responsible for reviewing the position before submitting an employee requisition form (RSP1). This review ensures that the role continues to meet the needs of the Service and that the most appropriate employment arrangements are in place.
- 5.2 Managers must first assess whether the post remains necessary in its current form and whether the associated service provision is still required. This includes considering whether the duties can be delivered differently, whether the post is needed in the future, and whether there is an opportunity to restructure the department to improve service delivery.
- 5.3 The contractual status of the role must also be reviewed. This involves determining whether the post requires operational competence (and therefore Gold/Grey Book terms), specialist professional skills that fall under Green Book terms, or specific control room competence. Managers must ensure that the terms and conditions applied reflect the nature of the work and skills required.
- 5.4 In addition, the type of contract must be considered. The manager must determine whether the vacancy should be filled on a permanent, fixed-term or agency basis, depending on the needs of the Service, the duration or purpose of the work, or the availability of suitable candidates. Where appropriate, the role may also be designated as an apprenticeship opportunity to support workforce development and future skills needs.
- 5.5 Line managers must review the role profile and person specification for any vacant post to ensure they remain accurate, up to date and fit for purpose. The role profile should clearly describe the overall purpose of the job, the key duties and the level of responsibility, using brief and straightforward language.
- 5.6 Every post must also have a person specification outlining the essential and desirable qualifications, experience, knowledge and skills required to perform the role. These criteria must be measurable, directly linked to the job requirements and compliant with the Equality Act, as they will form the basis of the selection process.

- 5.7 The outcomes of this assessment must be recorded on the Service's employee requisition form and submitted, along with the updated role profile and person specification, for approval. As part of this process, Human Resources will work with the line manager to ensure appropriate challenge, consistency and quality assurance have been applied, while Finance will confirm budget availability. All documentation must be complete and up to date before approval can be granted.
- 5.8 If any changes are proposed to the status of the post, a supporting business case must accompany the requisition so that consultation with representative bodies can be arranged where required.
- 5.9 Following review, Human Resources will seek approval from the relevant Director to progress the vacancy. Upon receiving the requisition, the Director will either approve the vacancy (where all assessments and documentation are satisfactory) or refer it back to the Human Resources to work with the line manager and consult with trade unions through the Employment Representative Group where significant changes to the post are proposed.

6. Stages of the Recruitment and Selection Process

6.1 When recruiting to any vacant post, the following stages will be adopted:

- Advertising
- Application
- Shortlisting
- Assessment Methods
- Feedback
- Pre-Employment Checks

6.2 Advertising

- 6.2.1 Once an employee requisition has been approved, a member of the HR Department will coordinate the recruitment process. This includes working with the recruiting manager to agree the advertisement wording and visuals, selecting appropriate advertising platforms, and confirming timelines.
- 6.2.2 The Service is committed to attracting a diverse range of candidates and encourages applications from underrepresented groups. Positive action initiatives and targeted advertising should be considered to promote opportunities effectively.
- 6.2.3 Opportunities will be advertised internally via the intranet and email bulletins, and externally through appropriate public platforms such as the website,

social media channels, and relevant job boards including the National Fire Chiefs Council (NFCC), Women in the Fire Service (WFS) and the Asian Fire Service Association (AFSA).

- 6.2.4 Each advertisement will clearly set out the role, pay grade, eligibility criteria, assessment process and application deadlines, as well as the safer recruitment requirements, including the relevant DBS level and the use of soft internet searches.
- 6.2.5 In most cases advertisements will remain open for a minimum of three weeks to allow sufficient time for preparation and submission.
- 6.2.6 To maintain fairness and consistency, all applications must be submitted by the published closing date. Late applications will only be considered in exceptional circumstances with approval from the Head of Human Resources.

6.3 Application

- 6.3.1 Candidates will be required to complete an online application form designed to demonstrate how they meet the skills, experience and knowledge requirements, as defined in the person specification.
- 6.3.2 Applications may not normally be accepted from candidates with live disciplinary sanctions or current formal development plans. Exceptions may be considered based on the nature of the sanction, role requirements, and advice from HR.
- 6.3.3 The Service recognises that Artificial Intelligence (AI) can be a useful tool for enhancing an application, for example by helping to structure responses or improve clarity. However, applications should not be developed by AI on behalf of the applicant and must clearly reflect the applicant's own experience, skills and abilities. Applicants remain responsible for the content they submit and should ensure it is accurate, personal and representative of their suitability for the role. The recruitment process is designed to be fair and inclusive, and the Service may seek to clarify or verify information as part of this process to ensure all candidates are assessed on an equal basis.

6.4 Shortlisting

- 6.4.1 Following the application deadline, all eligible submissions will be reviewed through a structured shortlisting process.
- 6.4.2 Applications will be assessed against the criteria outlined in the person specification, with particular attention to the demonstration of required skills, experience, knowledge and qualifications.
- 6.4.3 The shortlisting panel will consist of at least two assessors who will apply consistent scoring methods to ensure fairness and objectivity.

6.4.4 Only those candidates who meet the required standard will progress to the next stage of the process.

6.4.5 Under the Disability Confident scheme candidates who declare a disability will be guaranteed an interview if they meet the essential requirements for the role being applied for.

6.5 **Assessment Methods**

6.5.1 The assessment process will consist of several different methods. These may change and be adapted dependent on the role being advertised. However, the selection processes should consider the Values and Ethical Behaviours Framework and will usually consist of an appropriate selection of the areas outlined below. The stages appropriate to individual processes will be defined in the advertisement.

- **Interview** – a structured interview will assess both role-specific knowledge and values-based competencies, conducted by a consistent and diverse panel of three or more trained assessors. Candidates may choose to view the interview questions up to fifteen minutes before the interview begins. All interview questions, scoring frameworks and marking guides will be job-related, evidence-based and applied consistently to ensure fairness, transparency and objectivity throughout the process.
- **Workforce or Stakeholder Panel Interview** - involves being interviewed by a diverse panel of employees from across the organisation and/or external stakeholders, allowing candidates the opportunity to demonstrate their suitability to a broader audience. This aims to reduce individual bias, provides a broader perspective and encourages shared ownership of appointment decisions
- **Presentation** - where the role requires the ability to produce and deliver presentations, demonstrate strategic thinking, communicate complex information, or apply job-specific knowledge, candidates may be asked to prepare and deliver a short presentation. This assessment allows candidates to showcase their understanding of key issues relevant to the role, as well as their communication skills, confidence and professional judgement.
- **Technical / Skills Based Assessment** - where the role requires specialist technical or professional knowledge or some element of role specific expertise, this could be assessed through a separate technical interview, assessment or role related activity e.g. in tray exercise, media exercise, report writing, call handling, group discussion.

- **Psychometric / Aptitude Assessments** – where it would be beneficial to evaluate a candidate's cognitive abilities, behavioural preferences, or working styles the Service may use psychometric or aptitude assessments to help identify individuals whose strengths align with the demands of the role.
- **Role Related Assessment** - where the role requires a specified level of strength, stamina, manual dexterity or confidence eg Firefighting roles this will be assessed through a series of role related physical assessments.

6.6 The agreed approaches to Wholetime Firefighter, On-Call Firefighter and Fire Control recruitment are set out in Appendices 1–3. These approaches are subject to regular review to ensure they remain appropriate, effective and compliant. Reviews are undertaken in line with changes to relevant legislation, national and local guidance, recognised best practice, organisational requirements and service needs, and to reflect learning from recruitment activity, feedback, and equality and diversity outcomes.

7. **Validity of Outcome**

- 7.1 Successful candidates may be held in a merit-based recruitment pool for up to 12 months, unless organisational requirements or assessment validity require a shorter period.
- 7.2 This approach enables the Service to fill future vacancies more efficiently, reduces repeated recruitment costs, and ensures continuity of service delivery by drawing from a group of candidates who have already demonstrated the required standard.
- 7.3 Holding a pool also supports workforce planning by allowing the Service to respond quickly to unexpected vacancies or changes in operational demand. The retention period is time-limited to ensure that assessments remain valid, reflective of current organisational needs, and consistent with best practice in fair and evidence-based selection.

8. **Failure to Appoint**

- 8.1 If the Service is unable to make an appointment, whether due to a lack of suitable candidates, or a selected candidate declining the offer, several options may be considered.
- The post may be re-advertised with no changes, or

- Re-advertised following a further review of the role profile, person specification or contractual status, or whether it should be aligned to Grey Book or Green Book terms and conditions.
- Whether redesigning the role as an apprenticeship could address recruitment shortages or support talent development.

9. Pre-Employment Checks (including Safer Recruitment)

9.1 No individual may begin employment until all required pre-employment checks have been satisfactorily completed in line with Safer Recruitment practices.

These checks include:

- **References:** Employment references will be obtained covering the previous five year period. Where only one employment reference is available, an additional character reference will be requested. References from friends or relatives will not be accepted. Candidates with previous Fire and Rescue Service employment must provide a reference from their former HR department. All candidates must provide a reference from their current employer, and where personal email addresses are supplied, HR will be contacted to verify their legitimacy.
- **Soft Internet Search:** A proportionate soft search will be undertaken to identify any publicly available information that could reasonably indicate risks relevant to the role. Online searches will be proportionate, limited to publicly available information, and used solely to identify potential safeguarding, reputational or role-specific risks.
- **Medical Assessment:** All candidates must complete a role appropriate medical assessment carried out by Occupational Health, including drug and alcohol testing where necessary. Operational appointments will also be subject to the fitness requirements as set out in the Service's Health and Fitness Policy.
- **Criminal Record Declaration:** All candidates will be required to undertake a Disclosure and Barring Service (DBS) check at the level appropriate to the role. The Service will review the results to assess any potential risk and, where necessary, undertake further checks or carry out a risk assessment in line with the Disclosure and Barring Service Policy.

- **Verification Checks:** Verification of identity, right to work (Asylum and Nationality Act), relevant qualifications, and any other justified organisational requirements will be completed prior to appointment.

10. Feedback

- 10.1 The Service is committed to ensuring that every candidate has a positive, fair and transparent recruitment experience.
- 10.2 Constructive feedback will be made available to candidates upon request, outlining strengths demonstrated during the process and areas for further development.
- 10.3 Feedback will be provided in a timely manner and in a format appropriate to the assessment methods used. This approach supports candidate development, promotes continuous improvement and reinforces the Service's commitment to openness, respect and professionalism throughout the recruitment and selection process.
- 10.4 Structured feedback will be sought from applicants and panel members at the end of each recruitment episode. Feedback will be collected using standardised methods to ensure consistency and will be used to evaluate the effectiveness, fairness and accessibility of the recruitment process. Applicant feedback will be voluntary and anonymised where appropriate. Panel feedback will inform the suitability of selection methods and decision-making. All feedback will be reviewed by Human Resources to support continuous improvement and will be retained in accordance with data protection and record-keeping requirements.

11. Appeals

- 11.1 There is no right of appeal against outcomes made under the Recruitment and Selection Policy and Procedure. However, the Service's Grievance Procedure provides a route for employees to raise concerns relating to bias or unfair discrimination in employment decisions.
- 11.2 Individuals who are not employed by the Service and believe they have been treated unfairly may pursue their concerns through the Service's Complaints Procedure.

12. Management Information

- 12.1 Human Resources is responsible for the collection, maintenance and analysis of applicant data to monitor equality and diversity outcomes in recruitment.

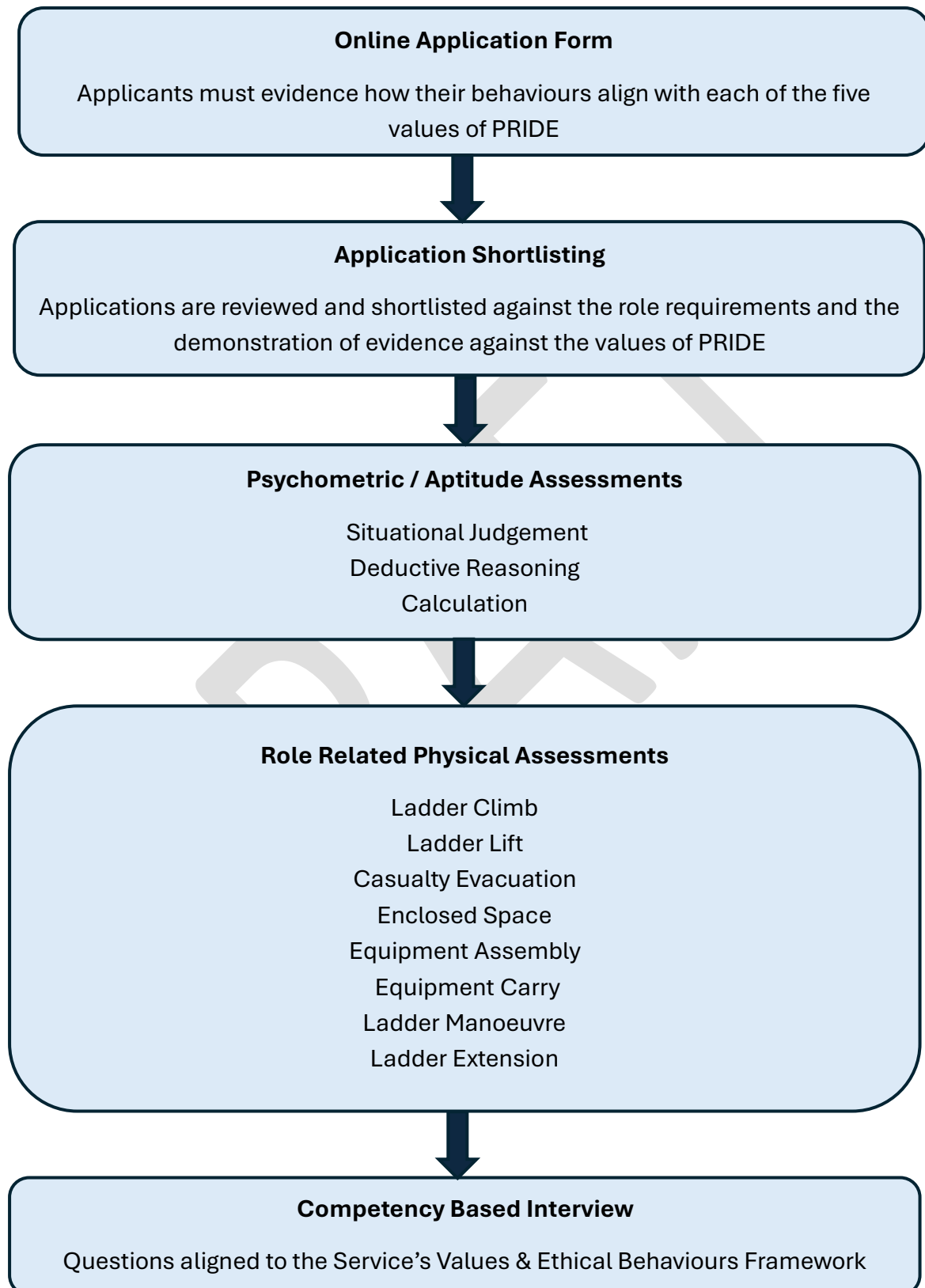
Equality monitoring information will be collected separately from selection materials and will not influence recruitment decisions. Data will be analysed in aggregate to assess representation and outcomes at key stages of the recruitment process, supporting the organisation's responsibilities under the Public Sector Equality Duty (Section 149 of the Equality Act 2010).

- 12.2 Relevant recruitment and diversity data, including applicant feedback, will be reported quarterly through the ELT People and Culture meetings to support strategic oversight, compliance and continuous improvement. The Head of Human Resources is accountable for ensuring that appropriate systems, controls and reporting arrangements are in place, and that all data is managed in accordance with data protection legislation, with access restricted to authorised personnel and retention limited to what is necessary.

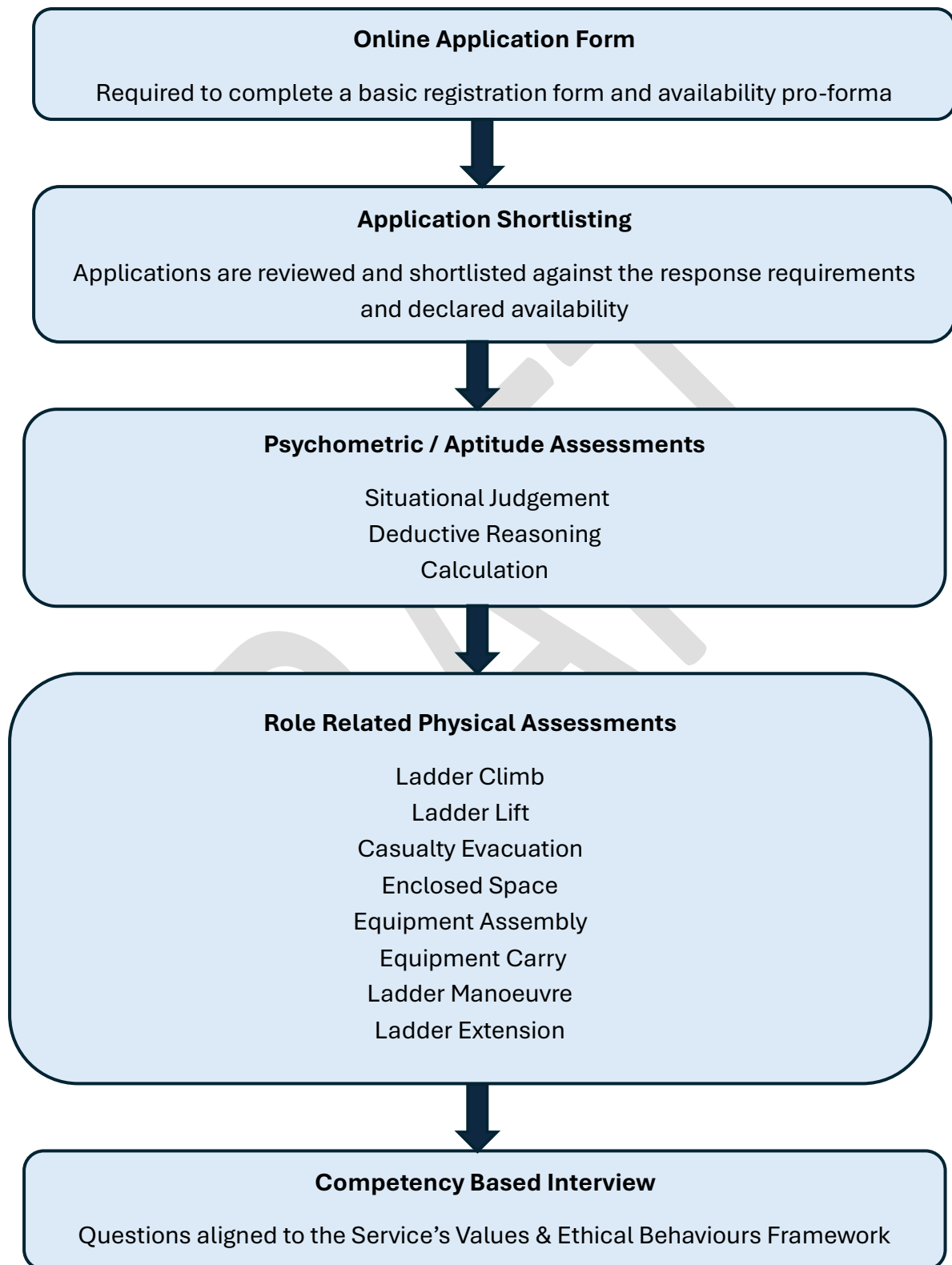
13. Policy Review

- 13.1 The Policy will be reviewed every three years to ensure it remains aligned with organisational objectives, legal requirements, and best practices. However, the policy may also be reviewed earlier if prompted by significant operational changes, legislative updates, or feedback from stakeholders.

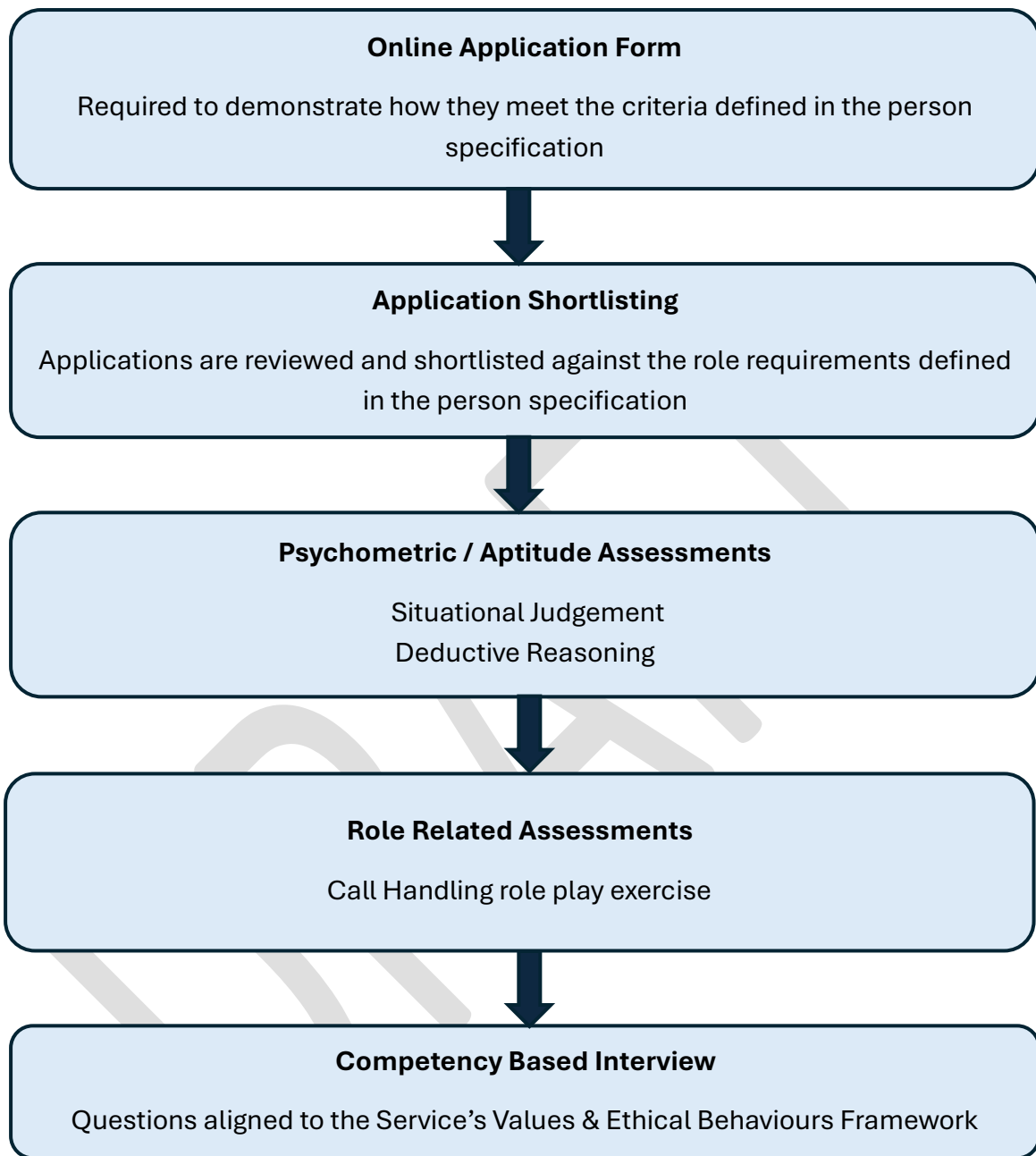
Appendix 1: Wholetime Firefighter Selection Process



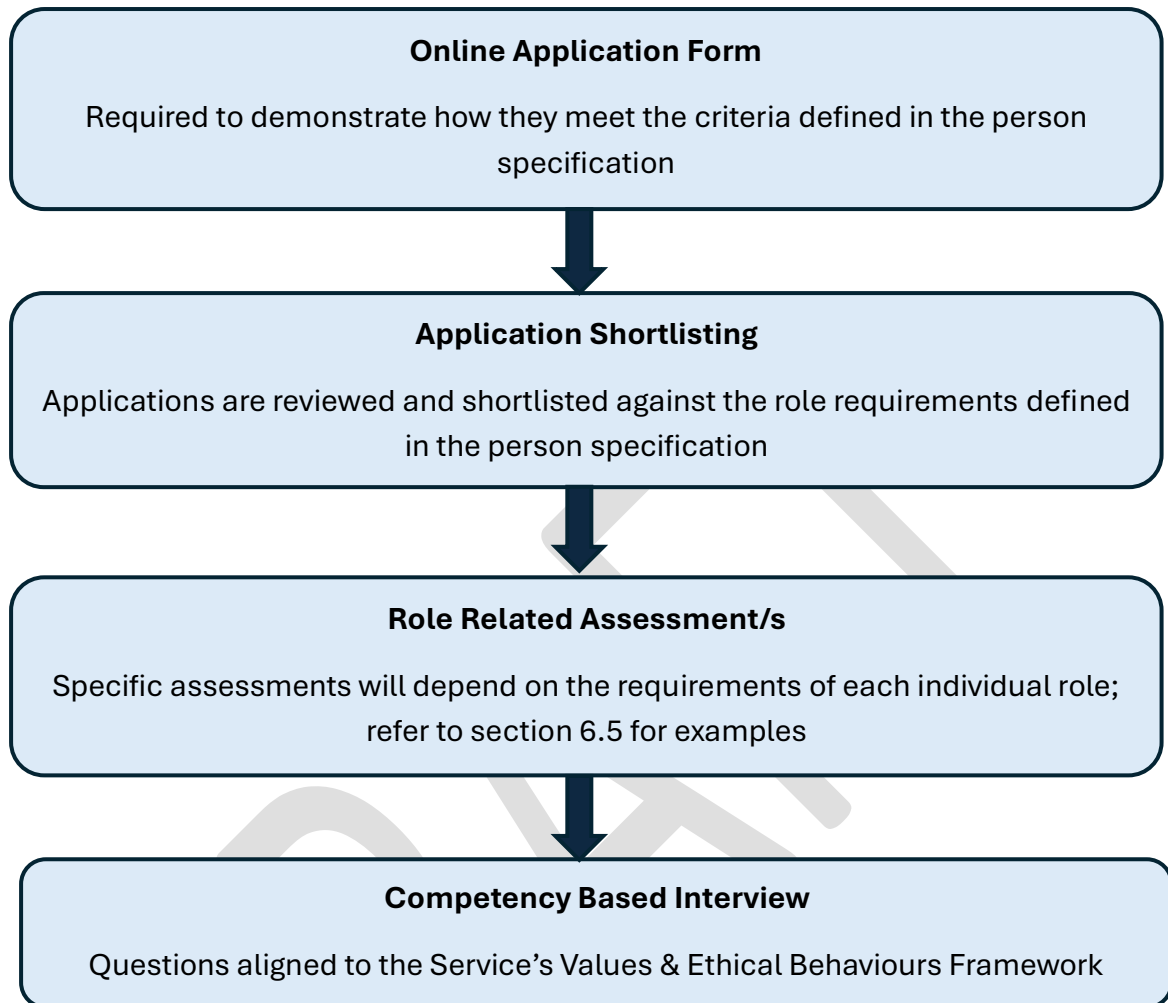
Appendix 2: On-Call Firefighter Selection Process



Appendix 3: Fire Control Operator Selection Process



Appendix 4: Corporate Roles Selection Process



Appendix 4: Equality Impact Assessment

EQUALITY IMPACT ASSESSMENT – INITIAL SCREENING

EQIAs enable us to consider all the information about a service, policy, practice or activity from an equalities perspective and then put an action plan in place to achieve the best outcome for our employees and service users. EQIAs analyse how the work that we undertake can impact different groups. This will help us to make better decisions and evidence how we have reached these decisions.

Analysis Rating: please tick one box (the analysis rating is identified after the analysis has been completed – See EQIA procedure)	RED		AMBER	X	GREEN	
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SECTION 1 – INITIAL SCREENING

Directorate:	Strategic Planning & Resources
Department/Section:	Human Resources
Title of EQIA – Name of Service or Policy Conducted on:	Recruitment & Selection Policy & Procedure
Date Of Assessment:	27 th March 2026
Assessment carried out by:	Michelle Richardson, Head of HR

Is this Policy/Service/Project: Existing ☐ New/Proposed ☐ Changing ☒ Other ☐

Applicable to: Our staff ☒ Our Communities ☐ Other ☒

PURPOSE AND OBJECTIVES

What are the aims of the service / policy?	This policy provides a robust framework that ensures the Service recruits and selects the right people, with the right skills, at the right time, while incorporating safer recruitment principles to support a safe and trustworthy working environment.
Who is responsible for the service / policy? Who is responsible for the assessment?	Human Resources are responsible for completing this assessment and ensuring the periodic review of the policy and making amendments in line with employment law and legislation.
Who implements the policy? Are external contractors involved?	It is the responsibility of managers, senior leaders and human resources to ensure consistent application of the policy and for all employees to comply with their responsibilities laid out in the Policy and Procedure.
Are there any related policies or processes that will need to be changed associated to this one?	n/a
To what extent does the service / policy have an impact on people? Who is affected by it and how?	This policy has a direct impact on people both internally (current workforce) if applying for a new role and externally (prospective candidates) applying to join the Service.
What analysis has been done to identify if the service / policy is meeting the needs of all of these groups of people?	Applicant data, local demographics, reasonable adjustments provided, feedback received, positive action initiatives and outreach work and complaints

ESTABLISHING RELEVANCE

In this section you should review the data and evidence above and consider the actual and potential impact of the policy, service, activity or practice on employees, residents, groups and other service users. Findings should be noted in the table below. You should also consider whether the decision will, or is likely to, influence CFB's ability to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act and other relevant legislation.
- Advance equality of opportunity between different groups of people
- Foster good relations between people who share a protected characteristic and those who do not.

DRAFT

Using the information available, identity the impact of this service / policy in relation to people across the Protected Characteristics:

Protected characteristics groups from the Equality Act 2010	Negative Impact	Neutral Impact	Positive Impact	Explain your answer
Age		X		The policy applies equally to applicants of all ages and ensures decisions are based solely on merit, skills and competence. No criteria are age-related, and age bias is mitigated through structured assessments and training for recruiting managers. Apprenticeships also offer opportunities for applicants of any age, in line with national guidance.
Disability			X	The policy supports the provision of reasonable adjustments at every stage of recruitment, guarantees interviews for applicants who meet essential criteria under the Disability Confident scheme, and ensures accessible processes. The values-based approach and objective scoring reduce barriers for candidates with different communication or assessment needs.
Gender Reassignment		X		There are no elements of the policy that negatively affect trans or non-binary applicants. Confidentiality of personal information is maintained in line with GDPR. The values framework promotes dignity and respect, and assessments focus only on job related criteria.
Pregnancy and Maternity			X	The policy ensures that applicants who are pregnant or on maternity leave receive equal access to opportunities. Reasonable adjustments, flexibility and scheduling accommodations are available for interviews or assessments. Selection decisions cannot take pregnancy or maternity status into account.
Race			X	The policy actively promotes diversity and encourages applications from underrepresented groups. Structured assessments and anonymised processes help mitigate bias. Positive action initiatives

				support improved representation across all duty systems.
Religion and Belief		X		The policy ensures that religious beliefs do not affect recruitment outcomes. Timing and format of assessments can be adjusted where reasonable, and no criteria disadvantage any particular faith group.
Sex			X	The policy applies equally to people of all genders. Structured scoring, diverse interview panels and values based assessment reduce the risk of bias. Positive action encourages broader gender representation in operational roles.
Sexual Orientation		X		Sexual orientation plays no role in recruitment decisions, and the policy embeds respect, dignity and inclusion. There are no processes that disproportionately impact applicants based on sexual orientation.
Marriage and civil Partnerships		X		Marital or partnership status is not used in any aspect of recruitment decision-making. The policy ensures equal treatment for all applicants, regardless of personal circumstances.
Is a full Equality Impact Assessment required? Yes or No If not why?	<p><i>If you have identified a negative potential impact for group, then you must complete a full Equality Impact Assessment. If you have identified a neutral or positive impact on any groups then no further action is required.</i></p> <p>Overall, the policy is assessed as having neutral or positive impacts across all protected characteristics. Mitigation measures and active promotion of inclusion reduce the risk of any adverse impacts, and ongoing monitoring will ensure continued fairness, transparency and accessibility, a full EQIA is therefore not required</p>			

MONITORING AND REVIEW

What procedures are in place to monitor the impacts outlined in the analysis?	The Service will monitor equality impacts through regular analysis of anonymised recruitment data, reviewing outcomes across protected characteristics at each stage of the process. HR's role will be to quality assure recruitment decisions, track the use and effectiveness of reasonable adjustments, and review assessment methods to ensure they remain objective and job related. Feedback from candidate experience surveys, workforce diversity reports and key performance metrics will inform ongoing improvements, while the Workforce Development Group will oversee trends, risks and required mitigations. Findings will be incorporated into policy reviews, ensuring continuous improvement and early identification of any barriers affecting protected groups.
How often will this take place?	Annually
Date of next planned review?	March 2027

Proceed to Full EQIA
Yes ☐

No ☒

SIGNATURE OF PERSON COMPLETING THIS SCREENING

Name:	Michelle Richardson
Job Title:	Head of HR
Date:	27 th March 2026

SIGNATURE OF LINE MANAGER – MINIMUM HEAD OF DEPARTMENT

Name:	Michelle Richardson
Job Title:	Head of HR
Date:	27 th March 2026

SIGNATURE OF EQUALITY AND DIVERSITY HR ADVISOR – HR DEPARTMENT

Name:	
Date:	

DRAFT