



Kick Start Futures

Safer Recruitment Policy

Safer Recruitment • Safer Culture • Safer Students

Policy Date: August 2026

Review Date: August 2027

1. Policy Statement

Kick Start Futures is committed to safeguarding and promoting the welfare of children and young people.

Safer recruitment is a vital part of that responsibility.

Our recruitment procedures are designed to:

- deter unsuitable individuals from applying;
- identify concerns during the recruitment process;
- ensure appropriate pre-employment checks are completed;
- explore candidates' suitability to work with children;
- create a culture where safeguarding remains everyone's responsibility after appointment.

KSF will not compromise safeguarding requirements because a vacancy needs to be filled quickly.

The safety and welfare of young people will always come first.

2. Scope

This policy applies to the recruitment and engagement of individuals working with or on behalf of KSF, including where relevant:

- employees;
- directors undertaking regulated activity;
- volunteers;
- agency and temporary workers;
- contractors;
- coaches;
- students on placement.

The checks required will depend upon the individual's role, activities and level of contact with children.

3. Legal and Guidance Framework

KSF's safer recruitment arrangements will have regard to current legislation and statutory guidance, including:

- Keeping Children Safe in Education – current edition;
- Working Together to Safeguard Children – current edition;
- Children Act 1989;
- Children Act 2004;
- Education Act 2002, where applicable;
- Safeguarding Vulnerable Groups Act 2006;
- Protection of Freedoms Act 2012;
- Equality Act 2010;
- Rehabilitation of Offenders Act 1974 and relevant Exceptions Orders;
- Immigration, Asylum and Nationality Act 2006;
- Data Protection Act 2018 and UK GDPR;
- current Disclosure and Barring Service guidance.

Requirements will be reviewed when statutory safeguarding or recruitment guidance changes.

4. Responsibility for Recruitment

The **Directors** have overall responsibility for ensuring KSF maintains appropriate safer recruitment arrangements.

The **Education & Provision Lead** will ensure that recruitment processes and required checks are completed and appropriately recorded.

At least one person involved in recruitment will have completed appropriate **safer recruitment training**.

Recruitment decisions should not normally be made by one person acting alone.

Where specialist HR advice is required, KSF will seek appropriate professional guidance.

5. Planning Recruitment

Before advertising a vacancy, KSF will establish:

- the role and responsibilities;
- qualifications or experience required;
- safeguarding responsibilities;
- whether the role involves regulated activity;
- the appropriate DBS level and other checks required;
- who will be involved in selection.

Job descriptions and person specifications will clearly reflect the responsibility to safeguard children.

6. Advertising

Recruitment information will make KSF's safeguarding commitment clear.

Advertisements will normally include a statement explaining that:

Kick Start Futures is committed to safeguarding and promoting the welfare of children and young people. Appointments are subject to appropriate safer recruitment checks.

Where appropriate, candidates will also be informed that an online search may be undertaken as part of KSF's due diligence checks on shortlisted candidates.

7. Applications

Candidates will be required to provide sufficient information to allow KSF to assess their suitability for the role.

This will normally include:

- employment history;
- relevant education and qualifications;
- appropriate referees;
- explanation of gaps in employment;
- relevant declarations required for the role.

CVs may provide useful supporting information but **will not normally be relied upon as the sole basis for recruiting staff who will work with children.**

Any unexplained gaps, inconsistencies or concerns will be explored during the recruitment process.

8. Shortlisting

Candidates will be assessed consistently against the requirements of the role.

Shortlisting should normally be undertaken by at least two people where practicable.

Information provided by candidates will be reviewed for:

- unexplained employment gaps;
- inconsistencies;
- frequent unexplained employment changes;
- incomplete information;
- issues requiring clarification at interview.

A concern identified during shortlisting does not automatically prevent a candidate progressing, but it must be appropriately explored.

9. Online Searches

In line with current safeguarding guidance, KSF may undertake an online search of shortlisted candidates as part of its recruitment due diligence.

The purpose is to identify publicly available information that may require exploration regarding the candidate's suitability to work with children.

Online searches will:

- be proportionate;
- focus on information relevant to safeguarding or suitability;
- avoid unnecessary intrusion into a candidate's private life;
- be handled confidentially.

Any relevant issue identified will be discussed with the candidate so that they have an opportunity to provide context.

Online searches are **not a replacement for DBS checks, references or other safer recruitment checks**.

10. References

References are an important safeguarding check and will be obtained directly from appropriate referees.

Where possible, references will be obtained **before interview** so that any concerns can be explored with the candidate.

References should normally:

- come from a professional or employer source;
- include the candidate's most recent relevant employer;
- be obtained directly rather than relying on copies supplied by the applicant;
- confirm employment information;
- address suitability to work with children where relevant;
- identify relevant safeguarding or disciplinary concerns that can lawfully be disclosed.

Open references or general testimonials will not be accepted as the sole reference evidence.

Any discrepancy or concern will be followed up before appointment is confirmed.

11. Interviews

Interviewing is an important part of assessing safeguarding suitability.

Candidates will be asked questions appropriate to the role which may explore:

- motivation for working with young people;
- safeguarding understanding;
- professional boundaries;
- attitudes towards vulnerable young people;
- managing challenging situations;
- gaps or inconsistencies in employment history;
- information arising from references or other checks.

For KSF roles, candidates should demonstrate an approach consistent with our **relational, restorative and trauma-informed culture**, while understanding the importance of clear professional boundaries and safeguarding.

12. Conditional Offers

Offers of employment will normally be **conditional** upon satisfactory completion of all checks required for the role.

These may include:

- identity;
- enhanced DBS check and barred list information where legally required;
- right to work in the UK;
- employment history;

- satisfactory references;
- relevant qualifications;
- professional registration where required;
- health/fitness information where lawful and appropriate;
- overseas checks where relevant;
- any other statutory check applicable to the particular role.

No individual should undertake regulated activity until KSF is satisfied that the legally required safeguarding checks have been completed, subject only to any exceptional arrangements expressly permitted by current statutory guidance.

13. DBS and Barred List Checks

The appropriate level of Disclosure and Barring Service check will be determined by the role.

Where a role constitutes **regulated activity with children**, KSF will obtain the appropriate enhanced DBS certificate with children's barred list information.

It is unlawful to knowingly permit a person who is barred from regulated activity with children to undertake such activity.

The original DBS certificate will be checked where required, and relevant details will be recorded appropriately.

Information disclosed through a DBS check will be considered fairly and confidentially. A criminal record will not automatically prevent employment; decisions will consider the nature of the information, its relevance to the role, safeguarding implications and applicable legislation.

14. Identity and Right to Work

Before employment begins, KSF will verify the individual's identity and their legal right to work in the UK.

Documents will be checked in accordance with current requirements and appropriate records retained.

Where a person's right to work is time-limited, KSF will ensure appropriate follow-up checks are undertaken.

15. Qualifications and Professional Requirements

Where a role requires a particular qualification, professional status or registration, this will be verified before appointment.

KSF will not rely solely on certificates supplied by the candidate where further verification is reasonably required.

16. Overseas Checks

Where a candidate has lived or worked outside the UK, KSF will consider whether additional checks are required to establish their suitability to work with children.

The nature of checks available differs between countries.

KSF will follow current government and safeguarding guidance and obtain additional information where reasonably possible.

An overseas check does not replace the appropriate UK DBS check where one is required.

17. Employment Gaps and Previous Conduct

Gaps in employment will be explored appropriately.

The purpose is not to penalise candidates for periods such as caring responsibilities, illness, travel or unemployment, but to ensure that employment history is understood and safeguarding concerns are not overlooked.

Relevant concerns regarding previous conduct, disciplinary matters or allegations will be considered carefully and fairly in accordance with current safeguarding guidance.

18. Starting Employment

New staff will receive safeguarding information as part of their induction.

This will include, as relevant:

- Safeguarding and Child Protection Policy;
- Staff Code of Conduct;
- Relationships Policy;
- Online Safety Policy;
- whistleblowing arrangements;
- procedures for allegations and low-level concerns;
- identity of the DSL and safeguarding team;
- KSF and Salisbury FC site arrangements and professional boundaries.

Staff must understand that safer recruitment does not finish once somebody has been appointed.

Safeguarding is an ongoing responsibility throughout employment.

19. Single Central Record

Kick Start Futures will maintain a **Single Central Record (SCR)** of the recruitment and vetting checks required for relevant individuals.

The SCR will be kept accurate and up to date and will record checks as required by current safeguarding guidance, including where applicable:

- identity;
- enhanced DBS;

- children's barred list;
- right to work in the UK;
- qualifications;
- overseas checks;
- relevant dates and evidence of checks.

The Education & Provision Lead will ensure the SCR is regularly checked and any gaps are addressed promptly.

The SCR supports safer recruitment but does not replace the need to retain appropriate recruitment records.

20. Agency and Temporary Staff

Where KSF uses agency or temporary staff, the supplying organisation will be required to confirm that all appropriate safer recruitment checks have been completed.

KSF will obtain written confirmation of the required checks and verify the person's identity when they arrive.

Where relevant information has been disclosed through a DBS check, KSF will ensure sufficient information is available to determine whether the individual is suitable to work within the provision.

Agency status does not reduce KSF's responsibility to remain alert to safeguarding concerns once an individual is working with students.

21. Volunteers and Students on Placement

Volunteers and students on professional placements can make a valuable contribution to KSF.

Before they begin, KSF will consider:

- the nature of their role;
- frequency of attendance;
- level of supervision;
- whether they will undertake regulated activity;
- the appropriate safeguarding checks required.

No volunteer will be left unsupervised with students unless KSF is satisfied that all legally required checks for the role have been completed.

All volunteers and placement students will receive appropriate safeguarding information and understand who to contact if they have a concern.

22. Contractors and Salisbury FC Personnel

KSF operates within a working football club and students may encounter Salisbury FC employees, coaches, contractors, volunteers or other adults who are **not KSF staff**.

KSF will maintain clear safeguarding boundaries.

Adults who have not been appropriately checked for a role involving KSF students will not be permitted to undertake unsupervised regulated activity with them.

KSF will liaise with Salisbury FC to ensure appropriate arrangements are in place for:

- access to KSF areas;
- contractors and maintenance staff;
- club personnel;
- coaches involved directly with KSF students;
- visitors and other stadium users.

Where Salisbury FC personnel are specifically delivering activities to KSF students, responsibilities for safeguarding checks and supervision will be agreed before the activity begins.

Working in the same building does not automatically authorise an adult to work with KSF students.

23. DBS Update Service

Where appropriate, KSF may use the DBS Update Service to check whether relevant information has changed since a DBS certificate was issued.

KSF will only undertake a status check where:

- the individual has subscribed to the Update Service;
- appropriate consent has been obtained;
- the certificate is at the correct workforce and level for the role;
- identity has been verified.

A status check will not replace other safer recruitment checks.

24. Ongoing Suitability

Safer recruitment does not end when an employee starts work.

All staff are expected to maintain appropriate professional standards and disclose relevant information that may affect their suitability to work with children, in accordance with their employment obligations and KSF procedures.

KSF will respond to concerns about ongoing suitability promptly and in accordance with safeguarding, disciplinary and employment procedures.

25. Induction and Probation

All new employees will complete an appropriate induction.

This will include:

- safeguarding procedures;
- professional boundaries;
- Staff Code of Conduct;
- whistleblowing;
- low-level concerns;
- online safety;
- health and safety;
- KSF's relational and restorative approach;
- site arrangements within Salisbury FC.

Where applicable, new staff will complete a probationary period during which their professional practice, conduct and suitability for the role will be reviewed.

Safeguarding concerns will **never be left until the end of a probationary period before being addressed**.

26. Low-Level Concerns

KSF promotes a culture where staff feel confident to raise concerns about adult behaviour, even where the behaviour may not meet the threshold for an allegation.

A low-level concern may arise where an adult has acted in a way that:

- is inconsistent with the Staff Code of Conduct;
- does not meet the harm threshold;
- causes a sense of unease or concern;
- may indicate inappropriate professional boundaries.

Staff should report concerns promptly in accordance with KSF procedures.

Low-level concerns will be recorded, reviewed and monitored for patterns.

The purpose is to create an **open safeguarding culture**, not a culture where staff are afraid to speak.

Further detail will be contained within the **Low-Level Concerns Policy**.

27. Allegations Against Adults

Any allegation that an adult working with children may have:

- harmed a child;
- possibly committed a criminal offence involving a child;
- behaved towards a child in a way that indicates they may pose a risk of harm; or
- behaved in a way that may indicate they are unsuitable to work with children,

will be managed in accordance with the **Safeguarding and Child Protection Policy and current statutory guidance**.

The appropriate senior person must be informed immediately.

Where required, advice will be sought from the relevant **Local Authority Designated Officer (LADO)**.

KSF will not undertake an investigation that could compromise statutory safeguarding procedures.

28. Concerns About Senior Leaders

Safeguarding concerns must be capable of being raised regardless of the seniority of the person involved.

Where a concern relates to the Education & Provision Lead, it should be reported to the appropriate Director in accordance with KSF's safeguarding procedures.

Where the concern relates to a Director, or where there is uncertainty about who should receive the concern, advice should be sought from the LADO or other appropriate safeguarding authority.

Staff must never feel that a person's position prevents a genuine safeguarding concern from being reported.

29. DBS Referrals

KSF will make a referral to the **Disclosure and Barring Service** where the legal criteria for referral are met.

This may apply where an individual has been removed from regulated activity, or would have been removed had they not left, because they harmed or posed a risk of harm to a child and the relevant statutory conditions are satisfied.

Where required, KSF will also make referrals to other relevant professional or regulatory bodies.

Resignation or leaving employment will **not prevent KSF from completing necessary safeguarding processes or making a required referral**.

30. Record Keeping and Confidentiality

Recruitment and safeguarding information will be:

- stored securely;
- accessed only by those with a legitimate reason;
- retained in accordance with legal and organisational requirements;
- handled in accordance with the Data Protection Act 2018 and UK GDPR.

Recruitment records should provide a clear audit trail showing that appropriate checks and decisions have been made.

Information relating to DBS certificates will be handled in accordance with applicable DBS requirements.

31. Staff Responsibilities

All staff contribute to safer recruitment and a safer culture.

Staff are expected to:

- follow the Staff Code of Conduct;
- maintain professional boundaries;
- report safeguarding concerns;
- report low-level concerns;
- use whistleblowing procedures where necessary;
- cooperate appropriately with safeguarding investigations;
- raise concerns if they believe unsafe recruitment or employment practice is occurring.

Safeguarding is everyone's responsibility.

32. Monitoring and Review

The Education & Provision Lead will monitor safer recruitment arrangements, including:

- recruitment records;
- the Single Central Record;
- induction arrangements;
- outstanding checks;
- training requirements;
- patterns arising from low-level concerns where appropriate.

The Directors will provide appropriate oversight.

This policy will be reviewed annually and sooner where safeguarding legislation or statutory guidance changes.

33. Related Policies

This policy should be read alongside:

- Safeguarding and Child Protection Policy;
- Staff Code of Conduct;
- Low-Level Concerns Policy;
- Whistleblowing Policy;
- Equality, Diversity & Inclusion Policy;
- Data Protection Policy;
- Health & Safety Policy.

34. Our Commitment

The purpose of safer recruitment is not simply to complete a checklist.

It is to ensure that the adults we place around young people are **safe, suitable and committed to the standards KSF expects**.

Good recruitment begins before an interview and continues throughout employment.

At Kick Start Futures we will:

Recruit carefully.

Check thoroughly.

Maintain professional boundaries.

Speak up when something does not feel right.

Keep safeguarding at the centre of every decision.