

Recruitment and Selection Policy

Scope of Policy

This policy applies to:



All PAYE staff posts within Cartwheel Arts regardless of status that is permanent or temporary.

Date of this revision: January 2025

To be reviewed: January 2026

Signatures Required

This document requires the following signatures:

Name	Title	Date	Signature
Hebe Reilly	Creative Director / CEO	20.02.25	
Alyson Malach	(Chair Trustees)	20.02.25	

Related policies (if applicable)

- Equality, Diversity and Inclusion Policy

Recruitment and Selection Policy

1. Purpose

The purpose of this document is to state Cartwheel Arts policy on recruitment and selection of staff, and to describe the arrangements for attracting, selecting and appointing staff within Cartwheel Arts. The organisation recognises the need to recruit the best possible staff to fill vacant posts, and to ensure that fair and consistent selection procedures are adopted that comply with UK equality and employment legislation, codes of practice and best practice.

2. Principles

The policy will be subject to the following key principles:

- The process of selection will be open, transparent and accountable
- The process of selection will conform to all legal requirements
- All processes will be led by the Cartwheel Arts' Equality, Diversity and Inclusion policy to avoid discriminatory practices
- All posts (vacant and new), their roles and levels, and the job description and person specification will be reviewed and defined prior to the commencement of any recruitment activity
- Cartwheel Arts is committed to the fair employment and career development of all staff

3. Training

Creating a recruitment process that seeks to sustain fairness of outcome is not an absolute assurance of fairness in practice. To ensure that individuals are able to develop a skill base consistent with the delivery of fair and effective recruitment it is important they are trained to the best of their ability. This should not only encompass those technical skills associated with writing job descriptions and person specifications, interviewing and decision-making, but also build competence in relation to promoting diversity and encouraging equality of opportunity. As a minimum, all members of the recruitment panel should have received Safer Recruitment and Unconscious Bias training.

4. Recruitment and Selection Procedure

4.1 Review of posts

Every vacant post will be subject to the following review process:

- Whether the work (in total or in part) of the post is required
- Potential for the work to be redistributed or restructured
- Possibility of reduction or flexibility in hours (in accordance with current and developing equality legislation)

Every post must be defined and clarified as follows:

- In terms of purpose and core content in accordance with Cartwheel Arts standard job description
- The requirements needed to fulfil the role must be clarified and documented in accordance with Cartwheel Arts standard person specification
- Wherever there is a change to the post which could affect the level of grade, the post must be assessed in accordance with Cartwheel Arts Equality, Diversity and Inclusion policy, and the Recruitment and Selection policy.

4.2 Person Specifications and Job Descriptions

- Person specifications should be written to give emphasis to those areas of skill, knowledge and experience that are considered essential to carry out the requirements of the post effectively.
- Specifications should be defined as essential or desirable. An essential requirement means that if a person does not meet this requirement, they cannot do the job and cannot be appointed. A desirable requirement is used to differentiate between candidates who meet all the essential requirements.
- The staff and Trustees responsible for writing job descriptions, person specifications and post outlines must ensure that the language and terminology used is non-discriminatory and accessible. Guidance and support can be sought from the Human Resources (HR) Task group if required.

4.3 Advertising Arrangements

- All posts with contracted hours will be advertised.
- Posts may be advertised internally within Cartwheel Arts. Our Pathways to Employment Addendum (as part of our Volunteers Policy) stipulates that where there is a business case for contracting additional short-term contracts to increase capacity in the staff team, and where the level of work equates to an entry level salary only, Cartwheel Arts may offer paid employment to Cartwheel Arts volunteers exclusively.
- Posts may be advertised (first time) externally, provided:
 - The Chair of Trustees or CEO has given their approval
 - There are no potential internal candidates who are displaced or in need of redeployment
 - There is no breach of any Equality and Diversity legislation or policies

To ensure compliance with Cartwheel Arts Equality, Diversity and Inclusion policy:

- All posts with contracted hours will be advertised as indicated above
- There will be no register or waiting list of applications for posts

- It will be made clear in the advertisement that an applicant will not be excluded on the grounds of any protected characteristic (sex, gender reassignment, pregnancy, maternity, race, marital status, disability, age, religion or sexual orientation)
- All job advertisements will carry an appropriate reference to the Equality, Diversity and Inclusion policy
- Where practicable, adverts will carry an appropriate reference to the flexible working policy
- Where appropriate, adverts will carry a reference to any form of positive action or genuine occupational requirement (GOR) allowed under the Equality Act 2010
- Where imagery is used in recruitment advertising, it is best practice to represent both sexes and racial diversity
- All efforts will be made to reach diverse candidates during recruitment by ensuring representation and accessibility at all times

4.4 Application Arrangements

Information available to candidates about all posts without exception must include:

- Job Description
- Person specification
- Cartwheel Arts equality statement
- How to apply (including details of where to return the application form and the closing date)
- Information about when referees will be contacted (this is usually after an offer of employment has been made)
- A warning that incomplete or misleading statements may lead to dismissal
- Equal opportunities monitoring form (with a statement to say that this will not be viewed by the recruitment panel)

It is permissible request details of:

- Access requirements to identify reasonable adjustments that may need to be made to the interviewing process to ensure all applicants can complete the process on an equal basis;
- Criminal convictions, but only if this is justified for the role. It must be clear that spent convictions do not have to be declared (unless there is an exemption under the Rehabilitation of Offenders Act 1974).

All candidates:

- Shall be required to demonstrate how they meet the person specification and shall be notified of this in information supplied to all candidates.
- Shall be notified with information about the post that canvassing or any other unlawful or unorthodox attempt to influence short listing or selection shall disqualify the candidate from consideration and from being appointed.

- Shall be provided with and shall be required to complete and return equal opportunities monitoring forms. 'Prefer not to say' options are given for every question.

Applications shall be sought by means of:

- Completed electronic application form
- Completed paper application forms will be available where it is not possible for the candidate to apply electronically
- Other formats such as recordings are permissible
- Other supporting information where relevant and specified

5. Selection Arrangements

5.1 Overall Selection

- Any instances where there appears to be legitimate challenge or concern in relation to the successful candidate, this should be brought immediately to the attention of the Director/Chair.
- Candidates will be given feedback following an interview for a post if requested.
- The appropriate forms as provided by Cartwheel Arts should be completed. This will enable the process to be quality-assured by providing an evidence base for the selection and rejection of each candidate. This information will be admissible in the event that an appeal (see 5.7) is made against the selection decision.

5.2 Short-listing

- Applications are received by a member of staff who is not involved in the shortlisting or selection process. This staff member anonymises applications for shortlisting to minimise the effects of unconscious bias.
- Those involved directly in the selection process shall also take part in short listing candidates for interview. To ensure the short-listing process is undertaken effectively, candidates will be marked against each essential and desirable specification.
- The marking will identify which evidence has been used and whether the criterion has been fully, partially or not met. At this stage all the information comes from the application form and other supporting information.
- The shortlisting should take place in one sitting and each application should be examined independently.
- Records of score sheets to show why applicants did or did not make the shortlist should be retained for 12 months.

5.3 Volunteer Progression

Cartwheel recognises that volunteering can be a significant first step into paid employment for some individuals. Our Pathways to Employment policy outlines clear and transparent guidance for this process. Whilst we cannot commit to offering every volunteer paid work, we reserve the right to offer paid work to volunteers on the following basis:

- the work they are being paid to do meets the needs of the business (see 5.1 Review of Posts).
- they have demonstrated their commitment to a paid work opportunity through an agreed number of consistent volunteering hours (with a minimum of six weeks).
- the volunteer has an Appraisal before undertaking the paid work, that records the above demonstration of commitment, and a second Appraisal booked in within the first 3 months of paid work starting and/or when the paid work comes to an end, whichever comes first.

5. 4 Interviews

No appointment will be offered without an interview in accordance with this policy.

Cartwheel Arts will:

- Allow adequate time to assess each candidate against the criteria.
- Inform candidates in advance if they will be required to take any tests and whether or not they are welcome to bring any supporting material (portfolio) and if so, how many items they may produce.
- Ensure that as a minimum all appointing personnel have received training to ensure they are competent in such techniques. Training provided by Cartwheel Arts will deal with best practice in recruitment interviewing and equality and diversity.
- Ensure that selection decisions are open, transparent and accountable, the performance of each candidate at interview will be measured in the same way as the process outlined above for short-listing candidates.
- Ask all candidates the same list of questions to ensure uniformity, which are shared with candidates prior to interview. The questions will be scored, with the option of weighting questions as required. Candidates will be advised in advance if any questions are to be weighted.
- Ask candidates if they feel that the interview has been conducted fairly, and if they remain a candidate.
- Retain information recorded at interview for a period of twelve months following the appointment process in order to respond to further investigation if required.

5. 5 References

References will be requested after interviews have been completed and an offer of employment has been made. Wherever possible a reference should be obtained from the current or most recent employer.

5. 6 Timeframe

Cartwheel Arts is a small staff team and wherever possible we aim to provide sufficient time for applications to be completed and for applicants to make inquiries. After the deadline has passed, we will endeavour to shortlist within the following 2 weeks. Interview dates will be provided at the point of advertising to ensure applicants can arrange to be available. Successful candidates after interview will be informed as soon as possible, which may be subject to further interview dates.

5.7 Appeals Process

Should an applicant wish to appeal the decision of a recruitment process that they have been a part of they can email the CEO, Hebe Reilly, hebe@cartwheelarts.org.uk or call the office on 01706 361 300. Details of why the appeal is being made should be provided and a response will be issued within 2 weeks of receipt.

5.8 Other Selection Activities

Other activities may be appropriate to supplement the interview (but not to act as an alternative or substitute for the interview) where it is demonstrable that they offer further feasible opportunity for valid assessment. Such activities may include:

- Pre interview visit
- Informal collective discussion with potential key colleagues
- Formal presentation
- Competency tests relevant to the job role
- Group discussion
- Written submission

Any other activities identified as required will be communicated clearly to candidates with sufficient notice and with appropriate accessibility measures considered. Advice on the use and benefits/disadvantages of these or any other complementary selection activities must be obtained from the HR Task Group in order to ensure as a minimum that no candidate is disadvantaged by the use of such activities. (Equality Impact Assessment applies here)

5.9 Arrangements Following Offer of Appointment

All relevant employment checks must be carried out immediately following the offer of appointment (in line with Equality Act 2010 disability related elements) These include:

- Verification of statutory qualifications or fulfilment of any other statutory requirement, e.g. professional registration, work permits etc.
- DBS checks where applicable, having regard to any existing policy relating to DBS checks (i.e. Safeguarding Vulnerable adults/Children and Young People policies)
- References
- Professional registration check, if required for post
- Ask if the person has any reasonable adjustment requirements due to Disability / caring responsibilities etc

All offers of appointment, whether or not initially verbal, must be confirmed in writing/email, and make clear that commencement of employment will not occur until all necessary checks are satisfactorily completed.

A written statement of main terms and particulars of employment must be issued to every new member of staff within eight weeks of their date of commencement of employment.

The equal opportunities monitoring information must be received, recorded and included in Cartwheel Arts overall analysis in accordance with Equality and Diversity Policy.

All new staff will be subject to the Cartwheel Arts induction arrangements.

6. Recording and Monitoring

All short listing and appointment decisions will be recorded and retained on file for a period of twelve months. Recruitment and selection activities will be monitored and reviewed to identify groups of people, underrepresented in employment, who are less successful during the selection process. Action will be taken to identify the reasons for trends identified. Monitoring forms are anonymised on receipt and the data collected is stored in an anonymised format that allows us to analyse the data. Please see our [Privacy Notice](#) for more information on how we store and use data.

The company also seeks to actively promote opportunities for potential recruits from sectors of society which are underrepresented not only within Cartwheel Arts but in the arts and voluntary sector generally.

Policy Revisions

This policy will be reviewed annually, and any amendments made as necessary or earlier if changes to national legislation or operational procedures at Cartwheel Arts occur. All policies are subject to the Board of Trustees approval.