

Recruitment Policy (Incorporating safer recruitment)



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DOCUMENT CONTROL

Version	Name	Comment	Date
0.1	A Dann	New Issue (replaces staff vetting & safer recruitment)	01.11.2019
0.2	A Dann	Review	15.12.2020
0.3	B. Waite	Additional information relating to Right to Work in UK in section 6 and Right to Work information added to newly created Appendix 5 Due for review on: 17.03.2022	17.03.2021

Recruitment Policy (Incorporating safer recruitment)

1. INTRODUCTION

- The aim of this document is to provide a flexible systematic recruitment framework in which roles and responsibilities are clearly defined to ensure that the recruitment process is carried out in a fair, professional and lawful manner.
- The recruitment of employees is one of the most important responsibilities for managers. Recruiting the right person can transform our organisation for the better. On the other hand, recruiting the wrong person for a key job may be one of the most expensive decisions any organisation makes.
- B2W is committed to ensuring that all existing employees or job applicants will only be assessed according to their capability to carry out a given job based on justifiable, objective criteria which are clearly related to the duties of the job description and the person specification.

SAFER RECRUITMENT

- As part of B2W's commitment to safeguarding children and vulnerable adults we undertake 'Safer Recruitment' when recruiting to all posts for which require a DBS or Enhanced DBS check and Barred List check.
- As a Hiring Manager it is your responsibility to ensure you have undertaken safer recruitment training.

2. OBJECTIVES

These are to:

- Demonstrate that recruitment has been conducted fairly through a consistent and uniform approach for all.
- Achieve equality of opportunity for all applicants.
- Ensure that roles and responsibilities at all stages of the process are clearly defined for all those involved.
- Attract the widest number and select the best candidate for the job.
- Ensure a planned approach that is conducted on an objective basis and shows that candidates are measured against pre-determined, specific and relevant job requirements.
- Ensure all new starters and movers are properly vetted to the appropriate standard for the position.
- Enable applicants, whatever the outcome, to feel that they have had a positive experience. Enhance the reputation of B2W as an employer.

3. RECRUITMENT LEGISLATION

- A job applicant who believes that he or she has experienced discriminatory treatment during the process of recruitment has three calendar months from the date of the discriminatory treatment to lodge a claim with a tribunal.
- There is no limit on the amount of compensation that can be awarded by tribunals in discrimination claims.

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- Various anti-discrimination laws apply throughout the entire process of recruitment.
- Employers are liable in law for any discriminatory actions perpetrated by their staff in the course of their employment.
- This means that if a Hiring Manager who is conducting the recruitment process does or says anything that could be construed as discriminatory; the employer will be potentially liable to pay compensation to the victim if a successful complaint is subsequently made to an Employment Tribunal.

B2W will ensure that it complies with employment legislation and statutory requirements including:

- Data Protection Act 2018, which incorporates the General Data Protection Regulation (GDPR)
- Rehabilitation of Offenders Act 1974 (Exceptions) (Amendment) (England and Wales) Order 2013.
- For further information please see the Rehabilitation of Offenders and Self Disclosure Policy Asylum and Immigration Act 1996 Children Act, Section 11 (2004) Equality Act 2010
- Protection of Freedom Act 2012

The Equality Act 2010 harmonised and replaced nine previous pieces of equality legislation and covers the same groups that were protected by that legislation.

These groups are called 'protected characteristics' and are detailed below:

- Age
- Disability
- Race
- Religion or Belief
- Sex
- Sexual Orientation
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity

4. TYPES OF DISCRIMINATION

- **Direct Discrimination:** This is where a person discriminates against another because of a protected characteristic.
- **Discrimination by association:** This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.
- **Perceived discrimination:** This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.
- **Indirect Discrimination:** This is where an action is taken that puts a person at a particular disadvantage due to a protected characteristic and the action is not a proportionate means of achieving a legitimate aim.

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Examples of Discrimination The examples below are only indicative of some of the ways we can directly or indirectly discriminate. It is not an exhaustive list.

Direct Discrimination:

- Choosing not to offer a position to a woman because she may, in the future, choose to have a baby.
- Requiring applicants to have been born in the UK.
- Requiring applicants to be of a certain faith.
- Requiring applicants to be over the age of 30 without a statutory or occupational requirement.

Indirect Discrimination:

- Requiring applicants to have 10 years unbroken service will disadvantage women more than men as more women take time away from work to raise a family. This will also disadvantage younger people.
- Insistence on British qualifications without consideration of equivalents may disadvantage those born in another country.
- The wording of advertisements and recruitment materials must not contain language associated with certain age groups. For example, words like 'mature' and 'dynamic' may imply certain age groups are preferred.
- Qualifications required from applicants will have to be considered and equivalents sought. For example, requiring applicants to possess GCSEs may exclude older applicants who studied when GCSEs had not been introduced.

Victimisation

- Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so, for example, refusing to appoint someone because they have successfully brought an Employment Tribunal claim against the employing organisation constitutes victimisation.

Blanket Exclusions in Advertisement

- When advertising posts we must avoid requirements which may exclude people with impairments. An example of this is where an advert requires that applicants can drive (although this is not strictly essential). If, due to the nature of impairment, a disabled job seeker is unable to drive, he/she can claim to have been excluded from applying by the advertisement even before there has been any opportunity to explore reasonable adjustments to remove that disabling barrier.

In such cases the law will assume that the reason the person was not appointed was because of disability discrimination and the onus is then on the employer to show otherwise.

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5. EQUALITY CONSIDERATIONS THROUGH RECRUITMENT

- Hiring Managers will implement recruitment practices which support the aim of this policy including due consideration to reasonable adjustments.
- The wording used within job adverts must not discriminate or be construed to be discriminating against any person or group of people.
- Disabled candidates should not be asked about the nature of their disability. If they wish to discuss adjustments to the working environment as a result of being invited to attend an interview, a candidate led discussion is acceptable.
- B2W operates a guaranteed interview scheme. All applicants with a disability as defined under the Equality Act 2010 who advise B2W at the time of their application of their disability and who meet the minimum criteria of the post must be offered an interview. The appointment decision is based on merit.
- A candidate may ask for reasonable adjustments to be made for the interview. This is so their needs can be accommodated to enable them to attend interview and participate fully in the selection processes to be used.

6. THE RECRUITMENT PROCESS

- When preparing to advertise your vacancy you need to begin to think about how you are going to attract your candidates.

Establish a Selection Panel

The Hiring Manager must establish a selection panel and ensure:

- The selection panel consists of two or more people.
- The selection panel is identified at the start of the recruitment process and only changed if a member knows/is related to someone who subsequently submits an application (unless an internal applicant applies, where common sense prevails) or if a member is absent.
- The same selection panel carries out the interviews with all candidates that have been shortlisted. If the hiring manager conducts the interviews solo, then interview notes and discussion on final hiring decision must take place with selection panel.

The Job Description

- Steps must be taken to ensure the job description contains nothing that can be construed as discriminatory.
- The job description should list each duty or task that is required and should be written in plain English which can be easily understood and should be in a suitably accessible format for all applicants.

If writing or amending a job description the latest Job Description Template must be used. **(Appendix One)**

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The Person Specification

- The person specification forms part of the job description template and should outline the knowledge and skills specific to the role and also the behaviours/abilities that are required to successfully carry out those tasks and responsibilities within B2W.

Person specifications play a valuable role in the recruitment process as they can provide:

- Examples of behaviours/core abilities necessary for effective performance in the job.
- A "common language" for recruitment across the organisation.
- Language that can be used in job advertisements.
- Benchmarks for decision making.
- A structure for giving assessment feedback.
- A set of criteria for monitoring the selection process.

Shortlisting

- The Hiring Manager has a responsibility to ensure that only the criteria stated on the Job Description and Person Specification are used for shortlisting purposes and that the same criteria are applied to all applicants.
- The Hiring Manager must check that the applicants selected for interview have not indicated any relationships with managers or Directors of B2W. If there is any relationship indicated these people identified should not form part of the recruitment process or panel (unless an internal recruitment where this may be unavoidable).

Interviews

- The Hiring Manager should finalise the interview and assessment criteria for the interview process. They should ensure suitable rooms are booked and any necessary IT equipment is available. They will advise HR of the interview location, the candidates they wish to invite to interview and interview times.
- The Hiring Manager is responsible for ensuring that the interviews are chaired effectively and conducted fairly with equal treatment of all candidates.
- All candidates must be subjected to the same selection process. The selection processes should be appropriate to the Grade and level of responsibility to be held by the post.
- The Hiring Manager must ensure all relevant issues are covered during the interview process.

The Candidate Interview Assessment form will assist and covers;

- Interview questions
- Any disclosures made on the application form
- Any potential conflict of interest

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(Appendix two)

SAFER RECRUITMENT

- The Hiring Manager must complete the Candidate Interview Assessment Form for each candidate to be interviewed ensuring that any gaps in employment and training history are explored with the candidate to obtain an explanation.
- Employment and work history The Hiring Manager should identify any gaps in an application form which are unaccounted for.

Checks to be carried out during the Recruitment Process

- The following table identifies the checks a Hiring Manager must undertake at time of interview.

Pre-employment Checks	Manager Action
Identity check	Copy, sign and date
Right to work in the UK	Copy, sign and date
Proof of qualifications, applicable to role	Copy, sign and date

SAFER RECRUITMENT

- If any candidates have lived, studied or worked overseas for a period of more than three months in the last five years (safer recruitment) we would expect them to obtain a statement of good conduct (sometimes referred to as a certificate of good repute) that relates to the time they resided in that country.
- The exception is candidates who are serving / living with someone who is serving in the armed forces during that time.
- Documents accepted as evidence for right to work in the UK can be found in Appendix 5
- All right to work documents are checked and verified by an independent member of the HR team
- Where verification is to be verified through Government agencies Head of HR must conduct the check and collate the appropriate evidence.

Decision to Appoint Appointment must be on merit.

- The Hiring Manager must be aware that a verbal offer of appointment is as binding in law as a written offer.
- Following the interview, the Hiring Manager will be required to email HR@B2Wgroup.com with the name and details for the successful candidate and also; Copies of mandatory qualifications (taken at interview)

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- Copies of mandatory professional registrations (taken at interview) Copies of Right to Work and Identity (taken at interview)
- Candidate Interview Assessment Form
- On receipt of this form the HR Executive will issue the conditional welcome letter offer to the candidate.

The offer is subject to successful pre-employment checks including; RTW & ID, references, positive information being received from the candidate's criminal record check.

- The Hiring Manager should advise the successful candidate that they cannot start work until all the necessary clearances have been obtained, and so he/she should be advised not to give notice to their present employer until it is certain that the appointment can proceed.

Unsuccessful Candidates

- Candidates who are unsuccessful after interview must be informed of the outcome of their interview. The Hiring Manager should be sensitive to the need to provide feedback to candidates, if requested to do so, citing the reasons they have entered onto the Candidates Interview Assessment and Verification template.
- The Hiring Manager should, where possible, provide some information about where the candidate could have performed better. Internal candidates should be given an adequate de-briefing and signposting to future development areas.
- Once the appointment decision is made the Hiring Manager must collate all the notes made by all the panel members identifying the main reasons that candidates were and were not successful. The Hiring Manager should store these notes securely and shred after 6 months along with any copies of qualifications, professional registrations, RTW and ID provided by unsuccessful candidates during the recruitment process must be confidentially shredded at this time.

Processing the Appointment

- The HR team will undertake quality checks on the documents submitted by the Hiring Manager. If there are any issues identified with the documents submitted they will contact the Hiring Manager. They will also begin requesting the remaining preemployment checks from the candidate.

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References

- The purpose of the reference is to provide relevant additional information and to act as a check on information provided by the candidate.
- Information about a job applicant's past experience and performance can be a sound
- predictor of his or her future performance in a similar role.
- References from recent employers are the most useful.
- The HR team will request references for a Hiring Manager after the conditional offer has been made.
- There must be a minimum of two references for candidates external to B2W and one reference from the line manager of an existing B2W employee.

Sufficiency of References

For external candidates:

- A minimum of two references must be obtained.
- One referee must be the candidate's current or last employer, however if they have never had an employer they must be a senior staff member from the candidate's last place of study.
- Where a character reference is supplied the reference must be from a professional person.
- No appointment should be made based on two-character references.
- Referees must not be relatives or partners

For internal candidates:

- One reference must be obtained
- The reference must be from their current line manager.

The Hiring Manager can request additional references if the ones received are not sufficient.

SAFER RECRUITMENT

For posts that require an enhanced DBS check the Hiring Manager must ensure that:

- Any concerns raised by a reference are resolved satisfactorily with both the referee and the candidate before the person's appointment is confirmed.
- Any information about past disciplinary action or allegations should be considered in the circumstances of the individual case. Cases in which an issue was satisfactorily resolved some time ago, where an allegation was determined to be unfounded or did not require formal disciplinary sanctions, and in which no further issues have been raised, are less likely to cause concern than more serious or recent concerns, or where issues that were not resolved satisfactorily. A history of repeated concerns or allegations over time is also likely to give cause for concern.

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FORMAL OFFER OF EMPLOYMENT LETTER

- Once all pre-employment checks are complete the formal offer of employment can be made to the candidate. The HR team will send a form to the Hiring Manager to provide the final offer details and upload the starter form for the successful candidate.
- The Hiring Manager must agree a start date with the new starter.

SAFER RECRUITMENT

- If, for operational reasons, someone starts prior to a DBS being returned, the manager must complete **Appendix 2 DBS Risk Assessment Template**. This template can only be completed once all other pre-employment checks have been returned and are satisfactory.

7. COMMENCEMENT OF EMPLOYMENT

The Hiring Manager must ensure all new starters receive an Induction programme.

8. PROBATIONARY PERIOD

All new entrants to B2W are subject to a probationary period of six months. For further information please see the Probation Policy.

9. COMPLAINTS

It is the Hiring Manager's responsibility, in the first instance, to respond to any complaints from job applicants regarding the failure of B2W to follow its policy.

10. FURTHER INFORMATION

For further information and guidance managers should contact HR@B2Wgroup.com

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Appendix One- Job Description/ Person Specification Template

JOB DESCRIPTION

Role Title		Location	
Reports to		Pay Award	
Date			

This role is xxx based at our xxx office

Role Description:

To provide xxx

The role would xxxx

The post holder xxxx

The key responsibilities for this role are:

Summary of Main Purpose of Role:

Working as a Team:

Other:

Customer Care:

This job description describes (but does not limit) the main duties and responsibilities expected to be undertaken by the employee. This is subject to change and variation by The B2W Group as is necessary to respond to the needs of the business

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PERSON SPECIFICATION	
CRITERIA	ESSENTIAL/ DESIRABLE
EXPERIENCE	
Minimum of	E
Experience of	E
QUALIFICATIONS	
	D
	E
	E
	E
	E
	E
	E
KNOWLEDGE, SKILLS AND ABILITIES	
	E
	E
	E
	E
	E
	D
	E

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OTHER REQUIREMENTS	
Demonstrable commitment to safeguarding and health & safety in the working environment	E
	E
Willingness and ability to work flexibly throughout the week at any site and/or employers premises.	E

Signed by Employee	
Signed by Manager	
Date Agreed	

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APPENDIX 3: DBS RISK ASSESSMENT TEMPLATE SAFER RECRUITMENT – EMPLOYEES STARTING WORK BEFORE AN ENHANCED DBS CERTIFICATE IS COMPLETED

Name of Manager.....

Full Name of Applicant.....

Position Applied For.....

Department /Area.....

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Questions		Comments
1	<p>Have all necessary Pre-employment checks been completed, including where applicable:</p> <ul style="list-style-type: none"> • Candidate Interview notes. • References checked and verified. • Job Description. • Evidence of Professional Qualifications. • References • Right to work in UK documentation. • Proof of Identity. • Starter Form. • Bank & Personal Details Form. • Candidate Interview Assessment Form. 	Yes No
2	Has the HR team confirmed they have received all the required above paperwork? HR@B2Wgroup.com	Yes No
2	Has the HR team confirmed a DBS application has been received? HR@B2Wgroup.com	Yes No
Questions		Comments
3	What level of safeguards can be implemented, e.g. how much supervision is available from an appropriately qualified and experienced member of staff / no unsupervised contact / induction only	
4	Has the applicant advised of any disclosures that the DBS check will show? If so, what is the impact of these ?	Yes No
5	Any questions/additional comments from the applicant?	Yes No

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Declaration by applicant:

I understand that if I am allowed to start work before my enhanced DBS check is returned, it is subject to the information I have supplied and that this is complete and correct. False information, or a failure to supply the details required could lead to termination of employment.

Signature: Date.....

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Additional comments by Manager:

Outcome of Risk Assessment (delete as appropriate):

Allow employee to begin before the enhanced DBS is returned?

Yes

No

Please state (if applicable) whether approval is dependent upon conditions being met, such as recommendations, restrictions or safeguards to be implemented by the employing service:

Name of Authorising Manager:

Signature of Authorising Manager:

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I have considered the content of this risk assessment and give approval for the applicant to start in position, with the safeguards set out above put in place, prior to the return of an enhanced DBS check.

Name of Director

Signature of Director

Date

APPENDIX 4 CANDIDATE INTERVIEW ASSESSMENT FORM

Please note: A copy of this form must be sent to HR@B2Wgroup.com to be placed on the candidate's record once the selection process is complete. This form must be completed individually by the selection panel.

Candidate Name		
Director Area		
Post Title		
Interviewer name/s		
Interview Date		
DBS Status	No DBS Required ·	DBS Required ·

ALL RECRUITMENTS

- Qualifications essential for the post copied and sent to HR@B2Wgroup.com -YES
- Right to work in the UK verified with documents copied, Manager name printed, signed and dated YES
- Identity check verified with documents copied, Manager name printed, signed and dated YES

SAFER RECRUITMENT

- DBS Documents checked- YES
- Statement of Good Conduct requested (for applicants that have resided outside the UK for more than three months in the last five years)
- I confirm I have discussed any issues regarding the reference with the candidate
- I confirm I have discussed any issues regarding gaps/anomalies on the application form with the candidate

Application Form Verification (Safer Recruitment Only)

Please outline any anomalies or gaps including previous employment history, training and experiences that must be discussed during interview (If none then please write N/A)

Please outline the clarification received from the candidate on anomalies or gaps identified in the application form and any actions to be taken (If none then please write N/A)

Interview Notes- Interviewer 1

	Interview Question/Selection Criteria	Evidence	Scoring Level						
1		<table border="1"><tr><td></td></tr><tr><td></td></tr><tr><td></td></tr><tr><td></td></tr><tr><td></td></tr><tr><td></td></tr></table>							
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3			
4			
			TOTAL

Assessment centre overall feedback

15 competencies have been graded with score brackets and these will be used as the basis for further probing.

Fairly Low 1-4	Red
Average 5-6	Yellow
Fairly High 7-8	Light Green
Very High 9-10	Green

The tests also set out to test the candidates ability against concepts and critical thinking, Inductive, numerical and excel skills.

This part of the interview will focus on the competencies, the complete the sentence activity and 2 pivotal quality themed questions.

Scoring Levels:

- 5 points:** Excellent response/broke new ground. Highly developed ability in this area.
- 4 points:** Good/innovative well thought through response. Clearly demonstrated positive ability in this area.
- 3 points:** Satisfactory/adequate response. Demonstrated ability in this area
- 2 points:** Some satisfactory elements in response. Demonstrated some ability in this area.
- 1 point:** Poor response. Demonstrated little ability in this area.
- 0 points:** inadequate response. Did not demonstrate ability in this area.

Interview Notes- Interviewer 2

	Interview Question/Selection Criteria	Evidence	Scoring Level								
1		<table border="1"><tr><td> </td></tr><tr><td> </td></tr><tr><td> </td></tr><tr><td> </td></tr><tr><td> </td></tr><tr><td> </td></tr><tr><td> </td></tr><tr><td> </td></tr></table>									
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5			
6			
			TOTAL

Scoring Levels:

5 points: Excellent response/broke new ground. Highly developed ability in this area.

4 points: Good/innovative well thought through response. Clearly demonstrated positive ability in this area.

3 points: Satisfactory/adequate response. Demonstrated ability in this area

2 points: Some satisfactory elements in response. Demonstrated some ability in this area.

1 point: Poor response. Demonstrated little ability in this area.

0 points: inadequate response. Did not demonstrate ability in this area.

3

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4

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5			
			TOTAL

Scoring Levels:

- 5 points:** Excellent response/broke new ground. Highly developed ability in this area.
- 4 points:** Good/innovative well thought through response. Clearly demonstrated positive ability in this area.
- 3 points:** Satisfactory/adequate response. Demonstrated ability in this area
- 2 points:** Some satisfactory elements in response. Demonstrated some ability in this area.
- 1 point:** Poor response. Demonstrated little ability in this area.
- 0 points:** inadequate response. Did not demonstrate ability in this area.

Appendix 5

List of documents accepted as Right to Work in UK Evidence

List A	
Acceptable documents to establish a continuous statutory excuse	
1	A passport showing the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the UK and Colonies having the right of abode in the UK.
2	A passport or national identity card showing the holder, or a person named in the passport as the child of the holder, is a national of a European Economic Area country or Switzerland.
3	A Registration Certificate or Document Certifying Permanent Residence issued by the Home Office to a national of a European Economic Area country or Switzerland.
4	A Permanent Residence Card issued by the Home Office to the family member of a national a European Economic Area country or Switzerland.
5	A current Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder indicating that the person named is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK.
6	A current passport endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK.
7	A current Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the named person is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.

8	A full birth or adoption certificate issued in the UK which includes the name(s) of at least one of the holder's parents or adoptive parents, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.
9	A birth or adoption certificate issued in the Channel Islands, the Isle of Man or Ireland, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.
10	A certificate of registration or naturalisation as a British citizen, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.

List B

Group 1 – Documents where a time-limited statutory excuse lasts until the expiry date of leave

1	A current passport endorsed to show that the holder is allowed to stay in the UK and is currently allowed to do the type of work in question.
2	A current Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder which indicates that the named person can currently stay in the UK and is allowed to do the work in question.
3	A current Residence Card (including an Accession Residence Card or a Derivative Residence Card) issued by the Home Office to a non-European Economic Area national who is a family member of a national of a European Economic Area country or Switzerland or who has a derivative right of residence.
4	A current Immigration Status Document containing a photograph issued by the Home Office to the holder with a valid endorsement indicating that the named person may stay in the UK, and is allowed to do the type of work in question, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.

Group 2 – Documents where a time-limited statutory excuse lasts for 6 months

1	A Certificate of Application issued by the Home Office under regulation 17(3) or 18A (2) of the Immigration (European Economic Area) Regulations 2006, to a family member of a national of a European Economic Area country or Switzerland stating that the holder is permitted to take employment which is less than 6 months old together with a Positive Verification Notice from the Home Office Employer Checking Service.
2	An Application Registration Card issued by the Home Office stating that the holder is permitted to take the employment in question, together with a Positive Verification Notice from the Home Office Employer Checking Service.
3	A Positive Verification Notice issued by the Home Office Employer Checking Service to the employer or prospective employer, which indicates that the named person may stay in the UK and is permitted to do the work in question