

Board Member Handbook

Terms and Conditions of Service



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1.1 Introduction

This Handbook has been written to act as a guide for existing and new Board Members. The intention is to set out the values and principles to be embedded in the organisation from the outset. The Appendices will act as a reference to supporting policies and resources dealing with specific issues and/or queries.

CCCV is a multi-stakeholder, co-operative organisation registered as a Community Benefit Society with the Financial Conduct Authority. This means that we have a distinct legal structure and that we have ownership and governance arrangements that reflect our status as a co-operative.

We are underpinned as an organisation by the internationally recognised statement of co-operative identity, which sets out a clear set of values and principles that we adhere to, and which shape our whole approach to the operation of the organisation.

You can read the statement here: https://www.ica.coop/en/cooperative-identity

The Board of Board Members comprises of members of CCCV elected by the membership to provide:

- Governance ensuring that our financial and legal responsibilities are met and our co-operative principles are adhered to;
- Oversight to act on behalf of the membership in maintaining standards of service and development;
- Support to provide support and resources to staff and volunteers as required.

The Rules of the Society (Appendix 3) sets out both the legal requirements for the Board and also set the parameters within which the Board and organisation can operate to uphold and develop the co-operative principles.

All members of the co-operative have equal status and equal voting rights. Members who are willing and elected to serve on the Board acquire legal duties and responsibilities and as such remain equal and accountable to the membership as a whole.

This Handbook is intended to be an active and responsive guide and as such will be reviewed by the Board on a regular basis.

Our Vision, Mission and Objectives

CCCV is an ethical co-operative business operating on a not-for-private-profit basis. Any financial surplus will be used to improve our services by investing in our staff and volunteers who support the people we care for. We believe that people who need care in the Colne Valley and beyond deserve the best quality care providing support that enables them to lead fulfilling and independent lives.



Our objective is to create and maintain a modern, flexible and emotionally intelligent organisation able to work with our diverse communities to sustain the service they need and the outcomes and opportunities they want.

Offering a service which:

- Treats the people we care for as valued individuals and strives to provide them with the best quality care possible;
- Involves the people we care for and their families in making decisions about their care;
- Provides a consistent level of service to meet community needs and strives to maximise the impact of our services by collaborating with others;
- Safeguards vulnerable people, but wherever possible, seeks to not just provide a safety net, but also a route to help people control their own lives and to stay safe and well;
- As a co-operative, ensures that all members have a real stake and say in how the service is run;
- Ensures our staff are valued for the skills they bring to the service, well motivated, properly and continually trained and treated fairly and well;
- Connects ideas, people and resources across boundaries of all kinds, supporting our community to harness and build on their strengths;
- Focuses on creating trust and synergy between institutions, businesses and people in Colne Valley.

Our Values

We will work together with a common sense of purpose. We will be:

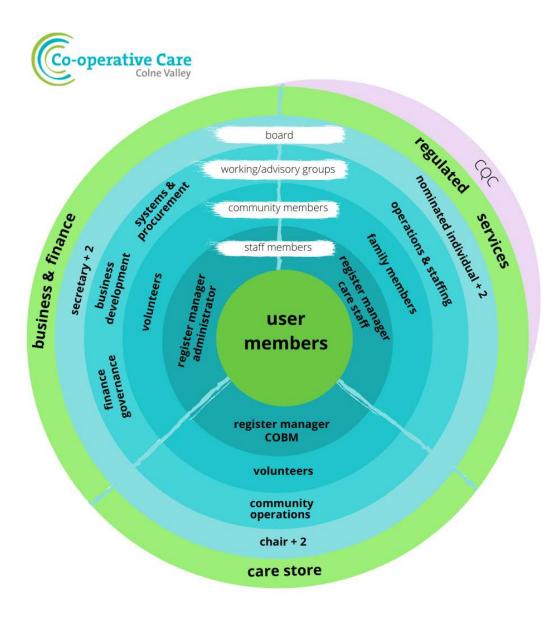
- Fair¹ to all our members
- Flexible in doing what we can, as well as we can
- Ambitious about the difference we are going to make with our community
- Focused on delivering high quality services

1 by 'Fair' we mean:

- treating people with respect: giving them as much time and space as is practically possible in all communications, discussions, and activities together
- not showing favouritism: avoiding giving some people apparent preferential treatment due to their role or standing in the co-op
- seeking to avoid bringing any bias, prejudice, or pre-convenient notions about individuals into conversations involving them



1.2 Organisational Structure





2.1 Code of Conduct

This Code of Conduct sets out the importance of all members and specified post holders adhering to the principles set out below.

In terms of Regulated Care Services and Care Quality Commission (CQC) registration a minimum rating of "Good" is the benchmark.

Registration is based upon an inspection regime and the importance of the inspection ratings to our reputation and in setting the standard for our service quality cannot be overstated.

The CQC inspection rating for services are referred to and set out as 5 'Domains' and require that the services are:

- Safe
- Effective
- Caring
- Responsive
- Well-led

The domain of 'Well-led' has particular relevance and is the responsibility of the Board Members and Management Team. Unless the organisation is 'Well-led' the domains of 'Safe', 'Effective', 'Caring' and 'Responsive' are unlikely to meet the benchmark.

More information about the domains can be found on CQC website: https://www.cqc.org.uk/what-we-do/how-we-do-our-job/five-key-questions-we-ask

Further, all Board Members have specific duties under Regulation 5 of the CQC regulatory framework.

(https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-5-fit-proper-persons-Board Members)

All Board Members and specified post holders shall practice these ways of working²:

To fulfil their responsibilities

- Be diligent in exercising and discharging their duties to CCCV and must acquire a broad knowledge of the business activity including the regulatory framework of the CQC;
- Exercise diligence and monitoring of the financial affairs of CCCV;
- Endeavour to attend all Board meetings and where relevant to their role

2 We would like to give credit to two pieces of work which have substantially formed the code of conduct: Women's Health West and their Feminist Organisation Toolkit (https://whwest.org.au/resource/tool-kit/) and NEON (New Economy Organisers Network) for their summary of standards of behaviour for members (https://neweconomyorganisers.org/standards-for-member-behaviour/).



Management Team meetings;

- Familiarise themselves with the Policies and Procedures of CCCV as amended and updated from time to time;
- Ensure that the Board and Management Team facilitates access to regular audits, internal and external that is open and unimpeded;
- Comply with relevant legislation, regulations codes of practice which includes those relating to the Health and Social Care Act 2008 (Regulated activities) Regulations 2014 and the Care Quality Commission (Registration) Regulations 2009;
- Not disclose any confidential information;
- Pay due regard to their common and civil law obligations;
- Not put themselves in a position where their private activities discredit CCCV or bring CCCV into disrepute;
- Receive regular written and verbal reports from staff on all aspects of the CCCV's work, and to provide clarity and effective support to the staff team as required

To be good co-operators

- Contribute to the Board, establishing and maintaining its vision, mission, objectives and values and adhering to the underlying principles of the co-operative;
- Take the time to build relationships with other organisation members;
- Be inclusive and respectful to everyone regardless of different ages, ethnicities, religions, abilities and sexual orientations; Avoid the use of language, images or other media – whether written, printed or electronic – that could cause offence to an individual or others nearby;
- Make strategic decisions, delegating appropriately, be collaborative, cooperative and facilitate open and effective communication;
- Be prepared, when necessary, to challenge or express disagreement with colleagues. Be open to having behaviour and practice questioned or challenged in the spirit of supporting innovative practice; including the Chairperson, Board Members and the Nominated Individual;
- Encourage one another to challenge views or behaviours that collude in unfair, disrespectful and oppressive practices;
- Support all members to identify and take up learning and personal development opportunities;
- Be ready and willing, as far as they are able, to offer support for others, especially when they are experiencing difficulty.

To show good leadership

- Exercise leadership in respect of their individual and collective responsibility that contributes to the smooth running of the Board and Management Team;
- At all times to act with integrity and in the best interests of CCCV and its membership to ensure professional conduct is ethical and holds up to public scrutiny and private reflection;
- At all times to demonstrate respect, honesty, openness and truth in



dealings and communications;

- Create and facilitate a space where complex workplace questions can be discussed in a safe, respectful and open manner;
- Ensure potential problems are out in the open before difficulties arise, to prevent conflict and the misuse of power;
- Recognise and respect differences of opinion and operate in ways that preserve the dignity of others;
- Be conscious of the way in which we use our power regardless of our roles in CCCV and facilitate decision-making processes that are transparent and inclusive and work to share power among members of the organisation.

2.1.1 Problem solving & grievance when Code of Conduct is not followed

CCCV places responsibility upon all Board Members to develop constructive working relationships underpinned by the co-op's values so that:

- the individual needs and expectations of directors to be treated fairly and with respect are recognised;
- any individual Board Member's problems are dealt with promptly, fairly and frankly;
- confidentiality with regard to any grievance brought is respected as far as possible; and
- the collective authority of the board and its essential stewardship role are respected.

There may be occasions when a Board Member has a grievance about the way they have been treated. In such cases CCCV's aim is to encourage free communication between Board Members and the chair to ensure that questions and problems can be aired and, where possible, resolved quickly and to the satisfaction of all concerned. While many issues can and will be resolved informally, the formal grievance procedure is available to provide an open and fair way of addressing concerns with a view to resolving them as quickly and effectively as possible.

Where a Board Member has a grievance relating to their treatment they are encouraged to raise it first informally with the chair or, if the grievance concerns their treatment by the chair, with another Board Member designated for that purpose. If they remain dissatisfied following such initial informal discussions, the following procedure should be followed:

 The Board Member should set out the grievance in writing to the chair (or the designated alternate) (If the grievance relates to the chair, the director may raise the matter with such other individual designated to hear grievances in such circumstances.) The Board Member should set out clearly details of the nature and extent of the grievance.



- The chair (or the designated alternate) will send the Board Member a written acknowledgement of receipt of the grievance and invite the Board Member to submit any further information required and to attend a formal meeting to discuss the grievance. This meeting will take place within ten working days of the date of that acknowledgement provided:
- a) the Board Member has provided the chair (or the designated alternate) with all requested information relating to the grievance; and
- b) the chair (or the designated alternate) has had a reasonable opportunity to consider that information and if necessary to take professional advice.

The Board Member can choose to be accompanied to the meeting by a fellow director. Should the Board Member wish to be accompanied, they should inform the chair accordingly in advance of the meeting concerned.

At the meeting, the Board Member will have the opportunity to explain their grievance and may call witnesses. The chair may require any other person that the grievance concerns to attend the meeting and give evidence. All parties will be given the opportunity to question any other parties present through the chair (or the designated alternate). If witnesses are called, they may only remain in the meeting while they give evidence and answer questions. The chair will consider the oral and written submissions made, asking clarification and questions of the aggrieved Board Member, any other party and witnesses as necessary. At the end of the meeting, the Board Member will be given the opportunity to sum up their grievance.

The meeting will be adjourned while the chair (or the designated alternate) considers the matter and reaches a decision. The chair will then either reconvene the meeting or give the chair's decision orally to the Board Member confirming it in writing within seven working days, or the chair will notify the decision in writing to the Board Member within seven working days of the meeting. The Board Member will then have the right of appeal.

Appeal

If the Board Member is dissatisfied with the outcome of the meeting they may appeal in writing to the board within ten working days of receipt of written notification of the decision. The Board Member must state the full grounds of their appeal and provide all necessary supporting documentation. A further meeting will be held to consider the appeal, which will be heard by a panel of at least two Board Members, at least one of which should not have heard the initial grievance or who are the subject of the grievance. If such Board Members do not exist, an external, totally independent, well-respected adjudicator will hear the appeal. A decision will be given in writing to the Board Member within ten working days of the appeal being heard. That decision will be final.

Supporting advice



The board is responsible for ensuring that decisions are consistently applied in accordance with this grievance procedure.

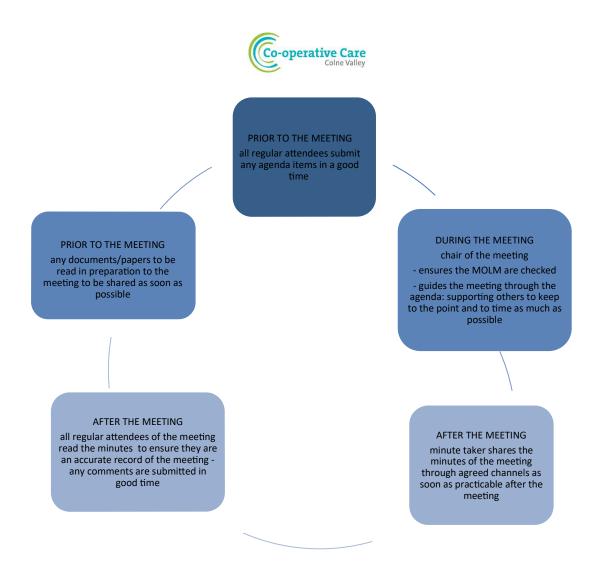
The secretary is responsible for advising the chair and directors on the application of procedure and principles in relation to all grievance matters and for helping maintain this consistency. The secretary must be consulted at all stages under the formal procedure and is also there to advise during any informal process.

2.2 Protocols for Board and Working Group Meetings

Wherever possible specific steps in process should be followed: prior to a meeting; during a meeting, and; actioned as agreed at a meeting. This is intended to ensure that all meetings contribute to the overall benefit of CCCV and are held in an informed, transparent, effective, inclusive and positive manner.

Part of this commitment to transparency includes seeking to hold Board and working group meetings in ways that allow them to be observed by CCCV's members and/or staff and volunteers (either by selected or open invitation) where it may be practical, safe, and appropriate to do so. It also includes the Board and each working group considering whether it would be relevant to have standing invitations for specific individuals or representations of other organisations to join them.

Clear and concise communication in terms of Agendas, Minutes and working papers will facilitate the efficient and effective working of the Board and CCCV as a whole.



Principles to be agreed and followed

- All Board Members are expected to attend the Board Meetings as much as possible. CCCV will seek to stage meetings to enable this using relevant technologies and in the timing of when they are called including exploring if it would be relevant to offer additional assistance to individual Board members (such as the provision of equipment to enable them to participate in video conferencing, or having materials translated into other languages). However, there is also an expectation on individual Board members to make CCCV aware of any circumstances that may specifically hinder/assist in their being able to fully participate in the meetings.
- Apologies for the meeting given to the chair of the meeting/Chair of the Board/Secretary of the Board in good time.
- Reasonable notice/time is provided for larger/longer documents to be read/provided feedback for at the meeting. For the purposes of clarification, a 'larger/longer document' is deemed to be anything that



consists of more than 3 pages; and 'reasonable time' means at least 5 calendar days.

- Agenda items are to be submitted in the good time prior to the meeting.
- Flexibility around late agenda items; every effort should be made by meeting attendees to submit items on time.
- Main roles in the meeting conventions: agenda compiling (meeting reminder, call for agenda items, circulation), chairing, minute taking (during the meeting, circulation, any follow up).

Board Meetings - Agenda and order

Prior to the meeting the Chair and Secretary discuss and agree together the Agenda and will circulate it in good time to Board Members inviting and prompting the submission of working papers/reports and additional items.

<u>Welcome/Introductions</u> – to ensure an open and inclusive way of holding the meeting. It is good practice that members have regard to each other's well-being and have an opportunity and freedom to raise any issues relating to the business and affairs of the Society. Board Members should endeavour to be prompt in attendance and concise in communication.

Attendance and apologies for absence

Agreement of Minutes of the Last Meeting – Minutes will be circulated to the Board in good time following the Meeting and there is an expectation that all Members will read these and raise any amendments, queries or concerns to the rest of the Board Membership so any minor corrections or omission are dealt with prior to the next meeting. At the Meeting the Chair will ask for agreement that the Minutes of the last Meeting are a 'true and accurate record'. This is aimed at ensuring that the minutes will act as a record and resource to the Board on decisions, policies, initiative etc that have been properly agreed.

Any matters arising from the previous minutes that are not otherwise on the <u>Agenda</u> (Matters Arising) – this is the opportunity for all members of the Board to raise and discuss any unresolved concerns from the previous minutes.

<u>Standing items</u> – each meeting will have a list of standing items. The Agenda will be arranged in such a way as to ensure that non Board members for example Staff Members or invited guests will present to the Board in the first part of the Meeting so as to release them in good time and not require them to wait whilst Board only items are being discussed. Standing items will be e.g. updates from specific projects/working groups and can be added to or removed as appropriate to the development and progress of CCCV

<u>Any other business (AOB)</u> – this is a space for any items which are relevant for the meeting attendees, wherever possible these items should be submitted in



advance but it is recognised that urgent issues may arise and require attention without notice.

<u>Date/time + roles of the next meeting</u> – it is a good practice to ensure that date and time of the next meeting. Additionally, if rotation principle is applied to roles in the meeting (e.g. note taker or chairing) these should be decided and minuted at this point.

2.3 Appointment and Composition of the Board of Directors

It is anticipated that the Board will comprise 9 elected members with a broad range of skills, experience and expertise. Given the regulatory requirements and nature of the services operated by CCCV wherever possible one third of the Board should have knowledge and experience of the social care sector and/or lived experience connected to receiving/giving care.

CCCV is committed to facilitating and encouraging user and staff members involvement. We recognise that the application process might be less accessible to some community members. We will take proactive steps to remove barriers to participation which might arise for some candidates due to the complexity of formal requirements connected to board membership.

The Board may at any time fill a casual vacancy on the Board by co-option. Coopted individuals must be Members of the Society and will only hold office as a Board Member until the next annual general meeting.

Following the first AGM of the Society a 'one third' retirement cycle, as set out in the Rules, will operate. A serving officer who is not re-elected to the Board at the AGM shall nevertheless continue in office until the first Board meeting following the AGM.

The Board will elect a Chairperson, a Secretary and any such officers as they may from time to time decide who will take on additional responsibilities as agreed by the Board, required by CQC regulations and set out in the guide available from Co-operatives UK – https://uk.coop/guides.

In order to maintain CQC registration the Board must appoint a Nominated Individual to monitor and oversee the regulated services provided. Because of the nature of the responsibility undertaken by the Nominated Individual they will receive remuneration for their service in this respect, but not for any other duties or responsibilities carried out as a Board Member.

Given the nature and complexity of CCCV a number of Advisory/Working Groups will work with the Board to ensure that the organisation and staff team are fully supported. Board members with appropriate skills, knowledge and



experience will form part of and lead these Groups reporting back to the Board as required.

All Board members hold joint and several liability for the financial dealings of the organisation and may be held liable for mismanagement of funds or negligence. The Business and Finance Working Group will take primary responsibility for monitoring the financial affairs of the organisation and will report to each Board meeting and/or earlier if specific concerns arise.

3.1 Eligibility, suitability and election to office

CCCV is an inclusive, open and innovative member led organisation which welcomes participation from Members of the Society at every level.

Board Members are legally responsible to ensure that the service is safe and all legal requirements relating to its function as a regulated services provider under CQC regulations are met in full. It is therefore vital that all Members standing for election, or who are co-opted to the Board to fulfil a casual vacancy are subject to relevant checks to ensure their suitability as 'Fit and Proper Persons' to hold office under the CQC regulations.

To ensure compliance the Board will ensure that:-

- all relevant posts are advertised internally to members in good time prior to the AGM or externally, as appropriate, to ensure transparency and appropriately qualified candidates are appointed from as wide a field as possible;
- All Members standing for office undergo relevant employment checks and be eligible in line with the 'fit and proper' person guidance (https://www.cqc.org.uk/guidance-providers/regulations-enforcement/fit-proper-persons-Board Members)
- A person specification for Board Members and specified post holders matched against job descriptions that detail their role, responsibilities, duties, and the limits to their accountabilities is provided to those wishing to be elected/and or appointed as appropriate and is freely available to all Members of the Society
- In the case of co-optees if a casual vacancy arises in between AGMs interviews will used an assessment criteria to ensure transparency for all candidates and records will be a contemporaneous account of the interview;
- An Enhanced DBS check is obtained through CCCV's checking account;
 Employment checks are undertaken and every Board Member signs a Declaration of Criminal Conviction/Solvency (Appendix)

3.2 Removal Process



If an issue subsequently arises following their election that brings into question the suitability of a Board Member to continue in office an internal investigation will take place as determined by the Board.

This formal process shall be preceded through an initial conversation between the individual Board member and the Chair, which shall seek to identify if the individual's performance is being affected by a lack of specific skills or knowledge. Where this is identified as being the case, CCCV shall seek to offer appropriate support to the individual where possible. Should this not prove to be the case, or if the individual does not accept the offer of support, or if it is not practically possible for CCCV to offer the support, then the removal process shall be escalated to the formal steps outlined in this section.

If the Board then feels that the Board Member concerned is not a 'Fit and Proper Person' the Board will agree a course of action, which can include immediately calling a General Meeting of the Society with a view to terminating that Board Member's appointment in accordance with the procedures set out in the Rules.

4.1 Conflict of Interest

You must declare your involvement with any person, persons or legal entity who may receive a benefit from CCCV. This includes but is not limited to:

- Friends and family and/or any businesses they may be involved with;
- A Board Membership or management role in any business, charity or voluntary organisation;
- Membership of a secret society: "An organisation which is secret in that the object of the organisation or the duties, obligations or secrets imposed upon or accepted by its members, or details of the membership itself of the organisation, are protected in any way by penalties which may be imposed upon its members."

For full details of procedures in circumstances where a conflict may arise please see the Conflicts of Interest Policy.

4.2 Expenses

You will be entitled to claim back your reasonable expenses incurred in carrying out your duties and responsibilities as a Board Member PROVIDED ALWAYS that these have been agreed in advance with the Chairperson and the Secretary.

Expenses will be paid under the same terms and conditions as Staff Members and full details are set out in section 5 of the Employee Handbook.



4.3 Personal Interests and Beliefs

You must ensure that your personal interests and beliefs do not hinder the performance of your CCCV duties.

You must also ensure that your behaviour (to include any posting on social media) doesn't impact on the reputation of CCCV:

- be aware that any information you share in any format and in any medium about CCCV will affect how people perceive the society;
- be aware that you holding an official role in CCCV (as Director, Member, volunteer, employee) means that people will usually automatically assume that anything you say or write is part of an official statement from CCCV owing to your association with it;
- CCCV delivers services that can often be of a sensitive nature, and are subject to external regulation. Care should therefore be taken when naming any individuals involved with, or supported by, CCCV as well as any of its suppliers, partner organisations, commissioning bodies, and similar, in conversation or in any written format.

CCCV will not tolerate any behaviour that could be construed as direct or indirect discrimination.

4.5 Gifts and Hospitality

Please see the gifts and hospitality procedure for details

5.1 Information Security

You have a responsibility to comply with this policy throughout your period of office as a Board Member. The policy includes:

- Responsibility for the security of information, systems, equipment and premises as far as these are within your control
- Awareness of the need to avoid unauthorised or unintended disclosure, loss or damage to CCCV's information; unofficial access to any CCCV system; loss or damage to any CCCV equipment, and unofficial access to CCCV premises.

Full guidance and information can be found in the Security Policy.

5.2 Equality & Diversity

CCCV opposes all forms of discrimination and believes in treating all its members fairly regardless of any of the protected characteristics covered by the Equality Act.



All Members will be made aware of CCCV's equality and diversity strategy and the policy statement during induction which covers all aspects of discrimination and encouraged to refresh awareness through training sessions, team briefings and one-to-one discussions.

Board Members are expected to maintain the highest standards of behaviour when dealing with areas of diversity both inside and outside the CCCV. Failure to do so will result in removal of membership.



Appendix 1 - Board Member application form

Board Member application form				
Personal Details				
First/Given Name/s				
Surname				
Date of Birth				
Address				
Phone number				
Email address				

Application information		
Please tell us, in a few sentences, why you are interested in becoming a board member at Co-operative Care Colne Valley.		
Please tell us, in a few sentences, about your skills and experiences		
which are relevant to a board member role at Co-operative Care Colne Valley.		
vaney.		

As a care provider, regulated by the CQC, we are required to be really		
thorough while recruiting for board members. In line with these		
requirements, we will need to do following checks.		
Please confirm that you are happy for us to do these together.		
Reference checks, both written and with verbal		
confirmation of their integrity.	Y/N	
A disqualified Directors check, made via the		
Companies House register or the Insolvency		
Service Register for England and Wales (Scotland	\//NI	
and Northern Ireland have their own insolvency	Y/N	
registers).		
If applicable, qualifications (originals), to be		
validated and then copied for file retention.	Y/N	
If applicable, right to work check, to comply with		
current immigration requirements.	Y/N	
Enhanced DBS (Disclosure and Barring Services)		
check	Y/N	
CQC declaration form (appendix 2 of this handbook)	Y/N	



Interview	Y/N					
First referee details						
First/Given Name,	's					
Surname						
Address						
Phone number						
Email address						
Please tell us, in a	few sentences, what is	your relationship to your				
referee and how le	ong have you known ea	ch other.				
	Second referee of	letails				
First/Given Name,	's					
Surname						
Address						
Phone number						
Email address						
Please tell us, in a	few sentences, what is	your relationship to your				
referee and how le	ong have you known ead	ch other.				
	support everyone to bec	•				
	•	e.g. physical disability, caring				
1		ake our cooperation work				
please tell us here	e - or speak to us at any	point later.				
	•	sed, stored, retained and				
	with our Privacy Policy	,				
https://www.valleycare.coop/privacy-policy/						
Please return the	filled form via email to	secretary@valleycare.coop				
Trease recarr the						
By signing this for	m, I confirm that					
 I have read, understood and agree to comply with the Code of 						
Conduct;						
 all the information I have given to CCCV is true and correct to my 						
best knowledge;						
 I am happy with CCCV to process this form in line with our Privacy 						
,	ake the next steps in the	e recruitment process.				
Sign						
Print name						
Date						

Thank you & we're looking forward to co-operating together!



Appendix 2 - CQC Declaration of financial suitability

CQC Declaration of financial suitability

Have you ever been registered or licensed for, or been the owner of any service registered or licensed under any of the following Acts of Parliament?

The Registered Homes Act 1984

The Registered Homes (Amendment) Act 1991

The Children Act 1989 (including childminding and day care for children)

The Nurses Agencies Act 1957

The Care Standards Act 2000

Health and Social Care Act 2008

Yes/No - if yes please provide details

Was the registration of the organisation ever cancelled?

Yes/No/n/a – if yes please provide full details

Administration, receivership, and other insolvency processes Have you ever been declared bankrupt or subject to any other insolvency process or proceedings resolved or otherwise?

Yes/No – if yes please provide full details

Have you been subject to any safeguarding investigation, criminal investigation or any investigation by a previous employer?

Yes/No – if yes please provide full details

Are you subject to any professional disciplinary action, current proceedings, investigations or restrictions or bars on activity by a health or care professional regulator or the Disclosure and Barring Service?

Yes/No – if yes please provide full details		
Full name:		
Signed:		
Date:		