

Board of Directors (in Public)

Item 5.5

Subject: Recruitment and Retention Strategy
Date of Meeting: 31st May 2022
Prepared by: Peter Cook, Recruitment and Resourcing Lead
 Sarah Smith, Head of HR Ops
Presented by: Karen Nightingall, Chief People Officer
Purpose of Report: For information

BAF Reference	Impact on BAF
BAF6	This paper introduces the Trusts Recruitment and Retention Strategy which should have a significant positive impact on this risk and has been identified as one of the required actions.

Level of assurance					
✓	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. Executive Summary

The purpose of this paper is to introduce the new Trust Recruitment and Retention Strategy. This is a brand-new strategy and has been developed to help address some of the challenges the Trust are facing in relation to the recruitment and retention of staff.

Recruitment and retention issues are widespread throughout the NHS and although there are a lot of national initiatives to help address the challenges, such as the NHS People Plan, there is no blanket approach to recruiting and retaining staff and each Organisation will have different requirements and experiences.

LHCH has developed a three-year strategy tailored to address the specific challenges it faces as a Trust in relation to recruitment and retention.

The strategy aim is to “*deliver an outstanding recruitment service, where we are putting the candidate at the heart of the whole recruitment experience*” and focus on the development and retention of staff in line with the recently developed Trust Education Strategy, NHS People

Promise and People Plan.

2. Developing the Recruitment and Retention Strategy

The strategy was developed through a series of engagement events from a number of recruiting managers across the Trust. It was important to engage and seek contribution from all staff groups Trust wide to ensure the strategy was fully inclusive.

One of the core components of this strategy is the link with the Equality, Diversity, Inclusion and Belonging Strategy which has been developed along this. It is important to have an inclusive recruitment experience and operate a fair and open approach to recruitment, to attract applicants from all sections of society.

To enable the success of the strategy, six key ambitions have been identified, each of which have a number of identified actions to address our strategic aim. The six key ambitions are:

- Align our recruitment activity to our workforce plans
- Brand LHCH as an employer of choice
- Optimise technology to improve our recruitment processes
- Recruit the best candidates with the correct values and skills
- For the candidate to have a positive recruitment experience
- Improve employee retention

The strategy itself details the actions that have been developed for each of the six ambitions with targeted dates for delivery.

3. Conclusion

The implementation of the Recruitment and Retention Strategy will help the Trust address its challenges and showcase LHCH as an 'Outstanding' employer of choice. Recruiting the right individuals is crucial and we need people with the right skills, capabilities and behaviours to deliver the Trust vision "to be the best". We then need to ensure we do enough to retain our staff.

The full strategy is attached.