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Recruitment Strategy
2025 to 2028

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Development of the Strategy

In readiness for the next 3 years, a thorough review has been undertaken to understand our workforce data. We also reached out to a diverse range of colleagues from different departments, specialisms and grades to discuss what we are doing well and where we can improve.

Our strategy has been co created with our colleagues and has been led via a bottom up approach. 3 Recruitment Strategy Development Workshops have been held with colleagues from across CHFT including different staff groups, departments and teams and CHFT Network colleagues.

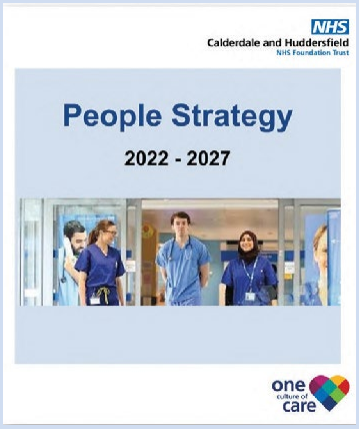
We will socialise the Recruitment Strategy with colleagues through attendance at a variety of meetings, hosting pop up stalls, sharing our strategy with colleagues across Place and speaking to colleagues at corporate induction and welcome events.

Socialisation of the Recruitment Strategy will ensure that:

- The actions we have taken are visible
- Colleagues understand our intentions
- There is increased awareness of how CHFT recruit due to effective communication campaigns.

We also wanted to build into the strategy the challenges we face and be cognisant of these when developing our yearly action plans. Our challenges are:

- Reaching different generations and attracting them to work at CHFT
- Focus on our talent pipeline with particular expansion on underrepresented groups
- Connecting with potential colleagues across a wide and diverse community and locality area
- Being ahead of innovation and digital developments in a financially challenging economy
- Ensuring healthcare is a desirable area of work for our future workforce



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Our recruitment journey so far

People Strategy 2022 to 2027

Working with partners

disability confident EMPLOYER

ARMED FORCES COVENANT
EMPLOYER RECOGNITION SCHEME
SILVER AWARD

We're an inclusive Trust

Welcome Events

We have increased our BAME representation in our workforce from 18% in 2021 to 27.18% in January 2025

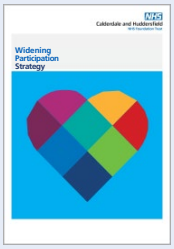
Social Media

Recruitment Strategy 2022 to 2025

Time to Hire

CHFT Time to Hire is 6.8 weeks compared to an 8 week national target

Widening Participation Strategy 2022 to 2025



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Our recruitment journey so far

175 internationally educated nurses, midwives and therapists joined the CHFT team through international recruitment campaigns

Grow Our Own

Recruitment Campaigns

We are #TeamCHFT

Management Fundamentals

Careers Events

Widening Participation pipelines

King's Trust

We have 351 apprentices at CHFT, 22% more than in December 2024

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Our recruitment digital roadmap

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Strategy objectives and how we get there

RESULT

CHFT is widely known as one of the best places to work in the NHS

We are recognised as a strong anchor partner in our communities offering a wide range of routes into employment

RESULT

The colleagues we recruit are not only highly skilled but fully aligned with our values and provide compassionate care to our patients

One Culture of Care can be evidenced by candidates throughout the recruitment and onboarding journey

RESULT

We can evidence that we 'Grow Our Own' talent via internal promotion and career development successes

Our workforce demographic reflects the communities we serve and is known for its approach to inclusion and compassion

Attraction (Enabling Theme 1)

We will celebrate CHFT as a place to work

We will use a range of ways to attract potential colleagues to work at CHFT

The CHFT digital roadmap will be our anchor for developing new ways to attract

Selection (Enabling Theme 2)

We will recruit colleagues who align with CHFT values and behaviours

We will recruit colleagues who provide compassionate care to our patients at every opportunity

We will embed One Culture of Care throughout the recruitment and onboarding journey

Widening Participation (Enabling Theme 3)

We will work with partners across Place to provide career pathways from school to employment

We will develop pathways into employments for under-represented groups

We will develop pathways into employment to improve the diversity of our workforce

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Our 3-year plan to drive positive change

Year One (2025/26)

Further developing our recruitment digital roadmap including artificial intelligence (AI) in recruitment and using digital to showcase opportunities at CHFT. (ET1)

Create a living library of case studies and career stories celebrating careers at CHFT and widening knowledge about career paths in the NHS. (ET1)

Increase Levy utilisation to support pathways to reduce vacancies in hotspot areas through 'routes to registration'. (ET3)

Improvement opportunities identified through 'Time to Hire' analysis and benchmarking against other organisations. (ET2)

Inclusive recruitment and selection training refresh to support recruiting managers to recruit colleagues who align with CHFT values and behaviours and promote an inclusive workplace. (ET3)

Year Two (2026/27)

Communication and engagement on 'grow our own' opportunities to CHFT colleagues as part of the CHFT development for all approach. (ET3)

Engagement with our communities through widening participation initiatives particularly promoting hard to recruit roles. (ET3)

Development of career pathways from school to employment in partnership with colleges and universities. (ET3)

Management fundamentals toolkit and resource library expansion and refresh proving range of touchpoints for recruiting managers to train and refresh. (ET1)

New welcome event and induction programme embedding One Culture of Care throughout the colleague journey. (ET2)

Year Three (2027/28)

Develop toolkit of selection and assessment methods to support recruiting managers to recruit colleagues who align with CHFT values and behaviours. (ET2)

Collaborative careers events and career event calendar across Place. (ET3)

Calderdale Health Academy embedded across Place and impact of partnership plan and delivery plan milestones assessed. (ET3)

Engagement with generational CHFT colleagues and potential applicants to develop CHFT approach to recruitment across multi- generations. (ET1)

Coordinated recruitment campaigns across professional groups led by divisional colleagues are part of 'You can be what you can see' approach. (ET1)

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How will we measure impact

The impact of the Recruitment Strategy will be considered across as range of measures including NHS Time to Hire, NHS Staff Survey and through workforce metrics including vacancy rates, turnover and retention at Workforce Committee