

The Ultimate Recruitment Toolkit 2025



Why you need The Ultimate Recruitment Toolkit

There are lots of variables when it comes to calculating the total cost of recruiting new staff, but it is widely acknowledged that this is around £3,500 per hire in the current financial climate. If this does not motivate you to try to get it right by recruiting the right staff first time and retaining them, then nothing will.

The problem is real. One provider told us that their staff turnover exceeded 20 staff in the last twelve months. Some stay for training and induction, others for a few months and then they leave. The total cost to the business is £70,000, and this is higher if you add agency fees, overtime costs and loss of opportunity to take on new clients. You may even have a similar story. **That's why you need this guide;** recruitment and retention are too important to ignore.

We would all like to live on that mythical Isle of Utopia when it comes to recruitment. But, sadly for many of us, the recruitment process is riddled with more pitfalls and downward slides than a game of snakes and ladders.

The current state of play continues to show growing shortages within the social care sector. Add to this the ease of moving to a new role and the end of free movement, we can see how difficult and frustrating the task ahead is going to be.

Each of us, as a provider, aspires to be that illusive employer of choice; the one that staff want to come and work for as well as providing great care for all.

The aim of this guide is purely to support you in the recruitment process and make sure that it is as easy and straightforward as possible, reducing time, effort and hopefully some of the costs.

Welcome To The Ultimate Recruitment Toolkit

Use this guide to meet the needs of the regulator's safe recruitment requirements and create an effective recruitment process for your business.

This recruitment guide covers:

- Right to Work Checks
- Equality and Diversity
- Values Based Recruitment
- Safe Recruitment Process

**INSERT
YOUR
LOGO**

YOUR BUSINESS NAME

RECRUITMENT PLAN 2025-26

About Us

Task: Write a compelling introduction about your organisation.

When writing this introduction, one technique is to treat this introduction as if it was your shop window, so first impressions really do count.

Think about:

- What makes you stand out!
- Why should someone want to work for you?

Do

- Make sure to include your location, demographics and client group
- Promote your unique selling points and values
- Involve your team in this process
- Take your time to get it right

We need a Recruitment Plan because...

Task: Write about why your organisation needs a recruitment plan.

As an organisation

We aim to recruit high-quality Social Care Professionals to ensure the delivery of safe care and support across our service user specialisms.

We aim to manage our employees effectively so that we always have the right staff and trained skills mix to be able to respond quickly and effectively to meet the needs of our service users.

We aim to have an effective Values-Based Recruitment programme which will enable us to ensure employees are managed through our supportive policies and procedures.

We aim for high-quality, professional employees to become our new standard and we will achieve this through our values-based approach to recruitment, development and retention of staff.

We aim, through our supportive culture, that employees become loyal to us as they understand and are committed to our organisational Values, Aims and Objectives.

We aim, that as a result of a well-planned and effective recruitment plan, it will enable our employees to work effectively in their roles as they feel valued and find their working life enjoyable and a rewarding experience.

We aim that our recruitment plan will allow us to look at flexible working patterns that meet the needs of employees, service users and the business.

Finally, as a result of our recruitment planning

We aim to be identified as an employer of choice which in turn brings increased staff retention as employees have a good quality work experience.

Our Key Objectives

Task: Decide and list your organisational objectives

- To minimise the effects due to the ending of free movement in the EU
- Reduce the length of time taken to recruit and fill a vacancy
- Reduce the dependency on bank, agency and overtime costs
- Reducing overall operating costs such as staffing, whilst continuing to offer consistent high-quality care and support
- Continue to raise the organisation's profile as a positive place to work
- Ensure a consistent flow of healthcare professionals to meet vacancy needs as a result of ongoing recruitment based on turnover and service growth and demand
- Continue to recruit through local and national recruitment campaigns and initiatives
- Maximise recruitment advertising, ensuring these remain cost effective and focused
- Establish, promote and increase our organisational brand awareness
- Develop new, innovative and person focused ways of working, continuously developing our employees' skills in response to the changes in the sector and delivering support in different ways
- To improve job satisfaction and retention rates for our organisation and employees through regular opportunities for feedback
- To improve the day to day working environments for all our employees

Current Recruitment Challenges

Task: Use this space to list your organisation's Recruitment Challenges such as those listed below.

Social care currently faces unprecedented challenges recruiting.

BUSINESS NAME also experiences local level challenges recruiting for the following roles.

- Care and Support Staff
- Support Workers
- Night Staff
- Seniors
- Kitchen Staff
- Cleaners
- Registered Nurses all areas
- Support workers in many community settings

These 'hard to recruit' areas will be given priority when running recruitment campaigns.

We also have recruitment challenges based on:

- Location
- Wage restraints due to funding levels
- Perception of the care industry
- Ending of free movement

So what are we going to do?

Task: Use the list below and add to it to detail how and what recruitment activities your organisation can do.

We aim to exploit the following at every opportunity:

- Job fairs

These are often run at job centres and libraries

e.g. Back to Work schemes

- Open days

Including National Care Home Open Day

- Coffee Mornings

Opportunities like these also factor into community presence, e.g. Macmillan Coffee Mornings

- Recruitment sites

Indeed, JobCentre Plus

- Online advertising campaigns / digital media / social media / web ads

Facebook

Twitter

LinkedIn

Instagram

- Professional Networking / Forums

e.g. managers' / providers' forums

- Work Shadowing / Experience / Student Placements

Often through local universities and colleges

- Job boards

Job centres, supermarkets and many local corner shops have these

- Local, national newspapers

Remember a good local news story is also an advert that will attract attention

- Review and revamp every advert

Consider the responses you get to each advert

- Targeted campaigns

Such as local postcode areas, schools or for specific or hard to fill roles.

So what are we going to do?

Task: When creating a community presence, think about volunteer opportunities, local groups, allotment groups, church groups, charity shops. Can your organisation improve your community presence by getting involved or opening up your service to these groups?

- Create a community presence

How do you make your organisation a part of your community?

Our Annual Plan

Task: Complete your annual plan

Now that you have identified your hard to fill roles and barriers to recruitment, it's time to plan your approach.

Use the annual planner to plot recruitment activity each month and review it as part of your business meetings. Stick with activities that work well and stop any ineffective ones.

Remember to include key sector events such as National Care Home Open Days, 100th birthdays or positive news stories that can attract local media to help increase awareness of your business in the community.

Finally, your job adverts need to be really good.

Take a look at how other people do it, don't just stick to your sector.

| JANUARY | | |
|------------------|-----------------|--------|
| Planned Activity | Actual Activity | Review |
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| FEBRUARY | | |
| Planned Activity | Actual Activity | Review |
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| MARCH | | |
| Planned Activity | Actual Activity | Review |
| | | |
| APRIL | | |
| Planned Activity | Actual Activity | Review |
| | | |
| MAY | | |
| Planned Activity | Actual Activity | Review |
| | | |
| JUNE | | |
| Planned Activity | Actual Activity | Review |
| | | |

| JULY | | |
|------------------|-----------------|--------|
| Planned Activity | Actual Activity | Review |
| | | |
| AUGUST | | |
| Planned Activity | Actual Activity | Review |
| | | |
| SEPTEMBER | | |
| Planned Activity | Actual Activity | Review |
| | | |
| OCTOBER | | |
| Planned Activity | Actual Activity | Review |
| | | |
| NOVEMBER | | |
| Planned Activity | Actual Activity | Review |
| | | |
| DECEMBER | | |
| Planned Activity | Actual Activity | Review |
| | | |

Annual Plan Review

What Worked Well

What Did Not Work Well

Think About

Any recruitment activity / locations that returned increased applications such as:

- Particular postcodes where you received a strong applicant response rate
- Locations that did well in terms of responding to leaflets and local adverts
- Events that brought in applicants or enquiries

Do you need to repeat and focus on these areas in your next recruitment plan?

Annual Plan Review

Task: Complete your action plan using actions generated by implementing and reviewing your recruitment plan.

| Action Planning | Priority | By Whom | By When | Complete |
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| Date discussed in Governance Meetings | |
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Do we need to recruit or change the way we work?

Within the QCS Compliance Centre you will find the Vacancy New Post Business Case form. We have included it below too. This is a really useful exercise to determine whether you need a new staff member or to adopt new ways of working.

Also, consider if a current staff member could fill any potential vacancies or embrace a new way of working. For example, would it be more beneficial to replace a 40-hour support worker who has just left, with two people working 20 hours per week?

Do you really need to replace a senior on a higher salary when you may get better use of those finances by increasing hours worked by a support worker? Match your QCS job description requirements with the gaps or requirements you need to fill.

This way of reviewing roles can also be used for creating new roles and clearly demonstrates that you are looking at the needs of the business as part of your recruitment process.

This is also a useful tool to decide where you are going to look for these vacancies and consider if any government schemes may be able to help fill this.

- [Traineeships](#)
- [Health & Social Care Academies](#)
- [Kick Start Schemes](#)
- [Apprenticeships](#)

You can think about where you are going to advertise a post and add this in as a prompt in the notes section.

That way, when a case is approved, you know immediately what the plans are to move forward.

Review the requirements

Great. Your role to recruit has been approved.

Within the QCS Compliance Centre each role has a job description and, as part of this, a person specification.

By reviewing your job description and person specification this will enable you to look at exactly what it is you are looking for in a candidate. If you then transfer this information to your advert, it may help focus attention and filter out some of those applicants who do not have the skills and knowledge you are looking for.

You need to decide at this point what elements of this are essential to carry out the role or if the skills are desirable and not fundamental. Regard the 'person specification' as a filter in your recruitment process and make it work for your benefit.

Once this is completed, think about how candidates will be able to evidence and show they have met the specifications desired.

All of the areas included on the person specification make up an essential part of the values-based approach.

Some roles may have specific requirements and a section is provided to record these.

Advertising our vacancies

Create your job advert and make sure it stands out from adverts of your competitors. Make sure that you avoid any discrimination in your advert.

It is against the law to discriminate against candidates based on any of the following 'protected characteristics':

- Age
- Disability
- Race
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Religion or belief
- Sex
- Sexual orientation

Your advert may also discriminate indirectly, for example: Applicants must have 5 years' experience in a similar role; this could discriminate against younger people. However, you could state a certain level of competence and knowledge is required instead.

This would need to mirror your person specification to justify this.

That said, if you are being very specific, i.e. recruiting for a female / male only, the rules around 'occupational requirement' would apply if the person being supported or needing support with intimate and personal care is female / male and said they would be uncomfortable receiving this type of care from a member of the opposite sex.

What advert is right for your business?

There are so many different ways to advertise for new employees and getting it right can be a huge challenge. Do some research on local boards to see how your competitors are doing it. **We have included some templates for you to use in this section.**

Width: 148mm (5.8")

Width: 105mm (4.1")

NOW HIRING

Full and Part time

Contact us @ ***-***-**** Email: *****@****.com

A6

Width: 210mm (8.3")

A4

NOW HIRING

Full and Part time

Contact us @ ***-***-****

Email: *****@****.com

Width: 297mm (11.7")

Make your advert stand out on jobs boards online

Filters

Distance
Within 25 miles of Austin, TX

5 miles 100 miles

Last Updated
within last 6 months

Exclude contacted resumes
within last 30 days

Availability
☐ Ready to work now

Job Titles

| | |
|--|---|
| <input type="checkbox"/> Medical Assistant | 5 |
| <input type="checkbox"/> doctor | 2 |
| <input type="checkbox"/> Medical Doctor | 2 |
| <input type="checkbox"/> Aided the doctor | 2 |
| <input type="checkbox"/> Pharmacy Technician | 2 |
| <input type="checkbox"/> Sales Associate | 2 |
| <input type="checkbox"/> Doctor of Chiropractic | 2 |
| <input type="checkbox"/> Release of Information Specialist | 2 |
| <input type="checkbox"/> Dispatcher | 1 |
| <input type="checkbox"/> Optician | 1 |

[See more](#)

Get new resumes for this search by email

90 resumes Sort by: relevance - most recent

Doctor - Hutto, TX - Recently Updated
 Doctor - Cuba
 Doctor - Cuba
 Physician - Community Health Florida, Camaguey
 Universidad de Ciencias médicas, Doctorado terminado
[Add to project](#) - Updated: Oct 27 2020

SCHEDULER/ADMINISTRATIVE ASSISTANT, FLOORING DOCTOR - Buda, TX - Recently Updated
 SCHEDULER/ADMINISTRATIVE ASSISTANT, FLOORING DOCTOR - SCHEDULING FLOORING INSTALLATIONS IN AN EFFICIENT AND TIMELY MANNER
 MANAGER - LOWE'S INC
 PARKVIEW CHRISTIAN ACADEMY, DIPLOMA
[Add to project](#) - Updated: Nov 4 2020

Aided the Doctor - Round Rock, TX - Recently Updated
 Aided the Doctor - Perry Dentistry
 PSR - Patient Service Representative - Innovations Wellness Spa
 PSR - Patient Service Representative - Renaissance Womens Group
 Penn Foster, High school diploma or GED
[Add to project](#) - Updated: Nov 10 2020

Doctor of Physical Therapy - Leander, TX - Recently Updated
 Doctor of Physical Therapy - Tillman Physical Therapy
 Doctor of Physical Therapy - East Texas Medical Center Tyler
 Physical Therapist
 Medical Terminology - Highly Proficient
 Hardin-Simmons University, Doctorate
[Add to project](#) - Updated: Oct 17 2020

Seton Family of Doctor - Austin, TX - Recently Updated
 Seton Family of Doctor - STONE HILL

JOB IN UNITED KINGDOM

| | | | |
|----------------------------|-----------------|-----------------------|-----------------|
| Mechanical Engineer | 2800 GBP | Safety Officer | 1700 GBP |
| Civill Engineer | 2600 GBP | AC Technician | 1600 GBP |
| Plumbing Engineer | 2200 GBP | Electrician | 1800 GBP |
| Planning Engineer | 2400 GBP | Cook /Chef | 2000 GBP |
| Packing Supervisor | 2000 GBP | Helper | 1600 GBP |
| Store Keeper | 2100 GBP | Labour | 1600 GBP |

Click Here To Apply & Comment Your Mail IDs

Candidates are getting in touch

Your advert is obviously reaching the target audience as you are now receiving calls for further information.

Time to use the Recruitment Enquiry / Telephone Interview Screening form.

It is useful to have some of these available for your team in case you are away from the office, or they call one of the locations you may have. It is always worth going through this at a team meeting, so everyone knows the importance of gathering this information.

If your team gather nothing else, they must at least gather the initial contact information for you to follow up any inquiry.

Once you speak to the candidate you can soon get a feeling if this is someone you wish to take further. Speed is of the essence in recruitment and if you really like what you hear as part of this chat, you can invite them in sooner and get them to complete an application form at that stage. This is about making the process work for you as you know from experience that you are probably not the only person they are contacting.

The form also gives you prompts in order to track this application. If it is something you handover to an admin member to process, you can go back and check this has been done.

Once this has been completed, keep it and staple it to the application form once this has been returned.

Set a reminder to call them again in a few days if they have not returned the application form.

Checking an application

Following the interview screening you should then be able to send the application form to the candidate.

One of the quickest ways to do this is by email. Not only does this speed the process up for you but also saves you the cost of paper, ink, envelopes and 2 first class stamps (about £2.50 per candidate).

Before we can shortlist, we need to check the application form in case we need to go back to the candidate for further clarity.

- Has each section been completed as required?
- Have they applied for the right job as advertised?
- Do they understand the hours and shifts?
- Have they completed availability?
- Is a full employment history detailed and all gaps explained?
- Have they submitted the correct referees?
- Is the supporting statement complete?
- And finally, have they answered the questions attached to be completed before interview?

How to shortlist candidates

Shortlisting candidates is an important part of the recruitment process.

One way to do this is to follow a process of scoring and reviewing elements in the application process against the job description, advert and very importantly, the person specification. It may be useful to do this as a panel.

In each area you can score the candidates:

1. If below level required / does not demonstrate achievement
2. If they meet the essential requirements
3. If they exceed requirements

Person Specification has a total of 12 points maximum.

- This is made up of three points in each area
- Values
- Education / Qualifications
- Experience
- Role-specific

Values Based Screening

- This is where you score your candidates against value based criteria such as questions at the end of the application form or personal statements.

Application Form has a total of 9 points maximum.

- Training, Employment, Experience 3 points per area.

For those candidates who are shortlisted, these scores will transfer directly on to the interview record.

It is important to make some notes alongside this sheet in case you are asked to provide formal feedback as to why a particular candidate was not shortlisted.

You can now move on to arranging interviews.

Or

You can now send out the rejection letters. This should be completed for every candidate as a simple courtesy if nothing more. You never know when you may come across the same candidates further down their career pathway.

The Interview

There are many ways to arrange interviews and a phone call is still widely used. Even with this method you need to keep a record of this. It is best practice to follow a call with written confirmation.

You can also send a meeting request to candidates by email which they can confirm and add to their personal calendar.

The Interview

Arrange ahead of the interview for either a colleague or service user to help out and also be part of the interview panel. Everyone should understand what they need to do too.

Preparation is so important as this is not just about the candidate impressing you but also your opportunity to show them why they should come and with your organisation.

In advance, have your interview pack printed and ready to go for each candidate along with copies of CVs or application forms just in case you need to refer to them.

Fill in the information from your shortlisting meeting for:

- Person Specification
- Values Based Screening
- Application Form

Fill in the names of those on the panel and by now, you should also have made notes on the interview preparation section.

Arrange for someone from your team to meet and greet the candidate.

TOP TIP: Give candidates a tour of the premises and make them feel at ease.

TOP TIP: A cup of tea, coffee or glass of water should also be offered.

TOP TIP: Consider the seating configuration in the interview room of choice, the arrangement should evoke a relaxing environment and encourage everyone involved to speak freely.

Identity Checks

Checking identity and right to work eligibility is a key part of the process and this should be the first job of any interviewer.

If you have an admin team, you may be able to get them to do this for you on arrival but either way, it must be done before proceeding.

For anything you use as evidence, ideally take a colour copy.

Sign and date them stating that you have seen and verified the originals.

It is vital that you are able to evidence right to work checks and you can carry these out online if needed to further your evidence and good governance process.

Q&A

Once you have completed the introductions and explained the interview process, it's time to ask all your questions.

All the questions asked must be the same for all candidates. Consistency is vital to ensure a fair process for all.

Remember

Giving the candidate the opportunity to ask you questions is an excellent way to sell you and your service to them.

As a panel, agree in advance what questions are to be asked. Make your notes as you go along as you may forget a key point if you try and remember afterwards.

At the end, thank them for coming and giving you the opportunity to show them around and discuss with them what you as an employer have to offer.

Never miss an opportunity to showcase your service.

Scoring the candidate

Once the candidate has left you can now score the candidate's interview performance.

Each panel member should compile their own scores and notes. Then you can share your scores and thoughts with each other.

At the end of the interview process, discuss each outcome and make a note of this on the form as you may be asked for formal feedback from the candidate at a later date. Having these notes is useful and demonstrates fairness.

Add up the scores and then decide together where you go next.

- Offer a role
- Decline a role
- Investigate any issues first
- Go back to the drawing board

Further Investigation

The further investigation record is simply a place to record any further actions or decisions that arise from the interview process.

As an example, we all know and despair at times about how hard it is to get references from some employers and at the same time to get anything other than a standard response letter. You can use this to record how many times you contacted a company attempting to chase up references etc. It may be that a reference comes back with an issue raised in it. This form can be used to record a discussion with the candidate and then make a decision whether to proceed or withdraw.

The same can be said for gaps in employment and any disclosures made to you either by the candidate or via previous employers and disclosure and barring services.

Reject or offer, that is the question

The rejection process is never a pleasant one but, none the less, just as important as offering a role. But it is so important to feed back to candidates.

Choose to do this in person, by phone or letter, but the sooner it is done the better. If you don't like doing the difficult tasks, we recommend you read [Eat That Frog](#).

Post interview, always start with the successful applicant first. This is simply due to the fact some candidates may choose to decline. In that case it gives you the opportunity to revisit other candidates for the role if you wish to do so.

Offering a post

This can be done easily over the phone. You can genuinely hear the joy in someone's response.

It often leads to much more personable conversations and sets the tone for moving forward. Explain to them what happens next and more importantly, ask if your potential new recruit would like to accept the job.

Follow this up with a confirmation letter by post or email.

Rejection letters re:

Shortlisting - This can be done by letter or email

Post Interview - A phone call first and this should be followed up by a respectful and considered email or letter.

Reference Request

The reference process when recruiting can easily be one of the most frustrating tasks in your day. Having to chase referees and then candidates can be arduous.

To speed up the process of obtaining references, it is permissible to send requests for these electronically whilst being mindful of the pitfalls involved in this process.

Employment references: Requests should only go to email accounts that are clearly from a business. Hotmail and Gmail for example are not necessarily business emails.

Character references: Requests can be sent to these email accounts due to the personal nature of the email holder.

Verbal references: In some cases, verbal references can be obtained but can be frowned upon from a compliance perspective. Even in these cases, try and ensure that if you use the reference form to obtain a verbal reference, follow it up with an email and ask them to confirm they are happy with this.

If you are finding it difficult to contact previous employers, you can use the Further Investigation Record to document your actions and attempts. This demonstrates a clear record for your files.

Always verify the reference. This may be checking it came back from the email it was sent to. Call the sender, ensure dates and job roles match and most importantly, it is satisfactory for the role offered.

You should never feel uncomfortable about going back and asking for additional information or clarity from any referee.

Equal Opportunities

It is important not to send this form and process this as part of your decision making when it comes to recruitment.

Promoting equality of opportunity for all staff and candidates should be key part of your business culture.

Aiming to create a working environment in which all individuals are able to make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit.

As a result, this form is only sent out post offer and acceptance. That way you can demonstrate clearly demonstrate that you do not discriminate against candidates on the basis of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation (protected characteristics).

The form should be sent in the post with a return address on it. This should not include any identifiable markers such as names or reference numbers as this is an anonymised form.

Although this is part of the recruitment process. It is not part of any decision-making process.

Health and Fitness

Although this is part of the recruitment process. It is not strictly a part of any decision-making process, but it does play a factor in terms of the candidate's ability to carry out the role.

Under disability discrimination rules this form enables you to look and see if you are required to make any reasonable adjustments to support the candidate to carry out tasks and duties.

Once complete for any offer of employment this allows you to make an informed decision with the candidate on suitability, adjustments, risk assessments, equipment, or other alternatives.

This can be sent with the offer letter or sent and returned before any confirmed start date.

If the form is returned with any health issues, a simple discussion with the candidate is essential and demonstrates you have acted on any disclosure, even if this does not lead to any actions being taken it is best practice.

Welcome to your First Day

Hopefully by this stage everything has gone to plan. The candidate has accepted the role and passed all checks with flying colours.

All that is left to do now is to welcome your new member and offer them a great welcome and induction to your service.

Good luck.

Leaving Employment

Just to tie off this little plan. Regulators and commissioners are increasingly looking to providers to collect information statistics on employees who leave.

Now despite this being another task I find this exercise really useful, and you expect by now I ensure I gather additional useful information as part of this work.

We all know the rules around safeguarding and whistleblowing, yet I imagine many of us have been the subject of disgruntled staff in our time making alerts to the regulator after they leave. Well now the team at QCS are giving you a little tool in the fight back against these individuals.

Leavers forms not only provides you with information as to why employees leave that allows us to look at who we need to recruit and why people move on. This is useful as we can prioritise areas to improve retention.

But that's not the best bit.

Make sure you add a section to the form where you give leavers the opportunity to raise a safeguarding concern or even a general concern. So not only should you have information in supervisions where people were given the opportunity to raise a concern and didn't; You now have a leavers form where you ask them directly about this. Wouldn't that be useful with an inspector to say, "Here's evidence they had no concerns"?

It really can be the difference in this area.

Lastly on the leavers form. Employees under UK GDPR should give us permission to send references to new employers. We have included in this form an approval for this.

By using this form, it will support you in numerous areas post-employment.

Retention Statistics

We hope you find this guide really useful.

The last tool we have for you in this guide is a data collection tool for sharing your leavers' information.

When you next review your annual recruitment plans, this data could prove useful and again shows to those who may audit your service that you look at this information.

Analyse it and make changes to your plans accordingly.

Good Luck and Happy Recruiting.

| | | |
|-----------------------------------|------------|--|
| Total Number of Leavers (A) | (A) = | |
| Usual / Allocated Staff Total (B) | (B) = | |
| Divide A by B multiply by 100 | Turnover = | |

| Annual Summary of Discussions / Themes / Analysis / Actions |
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| Action Planning | Priority | By Whom | By When | Complete |
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| Date discussed in Governance Meetings | |
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