

Activity	CMT Owner	Day to day owner	Task	Start date	End date	<ul style="list-style-type: none"> • Outputs • Outcomes • Committees
<p>Attraction & Retention:</p> <p>Survey new employees to ascertain what attracted them to TBC & utilize this intelligence to refresh the recruitment literature</p>	ZW	JN	Design a questionnaire and circulate to new starters. Receive the results and analyse data.	1/23	3/23	<p>Survey</p> <p>Survey results and analysis</p>
Once every two years survey of employees on key themes/pulse survey	ZW	JN	Survey theme agreed, designed, implemented, analysed and results communicated	4/23	6/23	<p>Survey</p> <p>Survey results and analysis</p> <p>Communicate results to organisation</p>
Review exit questionnaire, refine and commence annual data analysis	ZW	JN	<p>New exit questionnaire designed and implemented.</p> <p>Cascade findings to senior managers and TULG</p>	01/23	3/23	<p>Exit Questionnaire and analysis</p> <p>Report annually</p>
Create flexible benefits options that inspire and motivate employees	ZW	JN	Link to recruitment literature review to market TBC as a good employer, promoting SMART Working and terms & conditions	06/23	09/23	<p>Recruitment brochure</p> <p>Improved adverts to promote TBC as a good employer</p>

Recruitment & Selection: Refresh recruitment literature to reflect smart working and development opportunities, roles	ZW	JN	Research and draft recruitment literature	06/23	09/23	Recruitment brochure
Review recruitment policy and templates	ZW	JN	Create new policy and design templates	06/23	09/23	New policy and templates Appointments & Staffing Committee
Learning & Development: Procure First Steps to People Management for new managers	ZW	JN	Procure training provider and advertise to delegates	1/24	3/24	A training programme is delivered
Implement a line management coaching programme	ZW	JN	Procure training provider and advertise to delegates	1/23	3/23	A training programme which is delivered
Assess learning and development needs through the new appraisal process	ZW	JN	Collate appraisal completions, logging training needs	1/23	3/23	Training needs are collated and relevant training planned
Succession Planning: Undertake robust work force planning to ascertain future workforce needs & development	ZW	JN	Review vacancies, hard to fill roles, application rates, age profile of the organisation	9/23	12/23	Report to CMT
Identify key roles, successors, the 'who' and 'when' they are needed	ZW	JN	Operational leads to identify business critical roles with potential successors/succession plan	9/23	12/23	Report to CMT

Knowledge transfer for key roles to capture business critical tasks	ZW	JN	Operational leads to identify critical tasks	4/23	6/23	Template to identify key roles or tasks for each department
Procure and implement a Talent Management programme for those with potential for future leadership roles	ZW	JN	Procure training provider and identify delegates	1/24	3/24	A training programme which is delivered
Performance: Review and launch appraisal process to include; Continuous Professional Development, training needs analysis, career aspirations with outcome focused objectives	ZW	JN	Appraisal system in place ie template and guidance Link to Capability Procedure to address concerns (implemented November 2022) & link to values and behaviours	1/23	3/23	New appraisal template with guidance All staff appraised
Review values and standards of behaviour and make this visible across the organisation	ZW	JN	Values are reviewed and captured in the new appraisal process	1/23	3/23	Values to be included in the new process and objectives set where there are concerns. Values also to be captured in recruitment processes
Wellbeing: Research, write and launch a Wellbeing Policy supported by regular wellbeing initiatives	ZW	JN	Write a Wellbeing policy with supporting wellbeing activities	9/22	1/23	The Wellbeing policy Wellbeing Calendar Corporate Communications TULG agreement & Appointments & Staffing Committee approval

Communicating clearly the standards of conduct and behaviour expected of all employees	ZW	JN	Anti-bullying & Anti-harassment policy drafted Values also in appraisals	11/22	01/23	Anti-bullying and Anti-harassment policy agreed and implemented. New appraisal system
Diversity & Inclusion: Annual data analysis on composition of the workforce and taking positive steps to be reflective of the community it serves	ZW	JN	iTrent report to report on sex, age and ethnicity profile of the organisation. Compare to census data.		31/03 annually	Data is collated and reported on annually
Equality Scheme Action Plan	ZW	JN	Complete actions outlined in accordance with the action plan	2022	2024	Actions are complete
<u>Policy & Practice: SMART Working:</u> Review all policies featuring in the summary agreement	ZW	JN	Relevant policies are reviewed and where amended undergo relevant consultation and sign off at Appointments & Staffing Committee and TULG	4/22	12/22	Relevant Policy TULG agreement Appointment & Staffing Committee ratification
Review remaining policies to ensure they are reflective of the new model of working	ZW	JN	Relevant policies are reviewed and undergo relevant consultation and sign off at Appointments & Staffing Committee and TULG	4/22	12/23	Relevant Policy TULG agreement Appointment & Staffing Committee ratification

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