

# Our People Plan

**Making Transport for Greater Manchester a greater place to work**

# Why we have created a People Plan

We've got a vision of TfGM being one of the best places to work in Greater Manchester.

This plan is **colleague-led**. We've listened to your feedback through Best Companies results and other listening events and learned where you want us to change.

We're committing to performance standards and measures, so that you can understand what value you get from your People function.

We're also now part of a **GM Group**. This helps us to work better with colleagues in the GMCA, GMFRS and the wider GM family public sector organisations. We can learn from each other and help each other to be greater.

This has helped us to create a vision of a future TfGM.

## Our vision

- TfGM is **values-led**. People join us and stay because they believe in our purpose, our values, and want to live our behaviours. (Improve)
- TfGM's people are **high-performing**. Our Leaders and Managers inspire their people; our teams are positive places to work. (Lead)
- We offer true **wellbeing** for colleagues. We innovate and we listen to make sure that we improve. (Thrive)
- **Talent thrives** at TfGM. It's an organisation that people want to join, want to stay at, to work hard at, and to develop careers at. (Develop & Resource)
- Our colleagues are **representative** of the city-region that we serve. Whatever someone's background, they feel a sense of belonging at TfGM. (Belong)



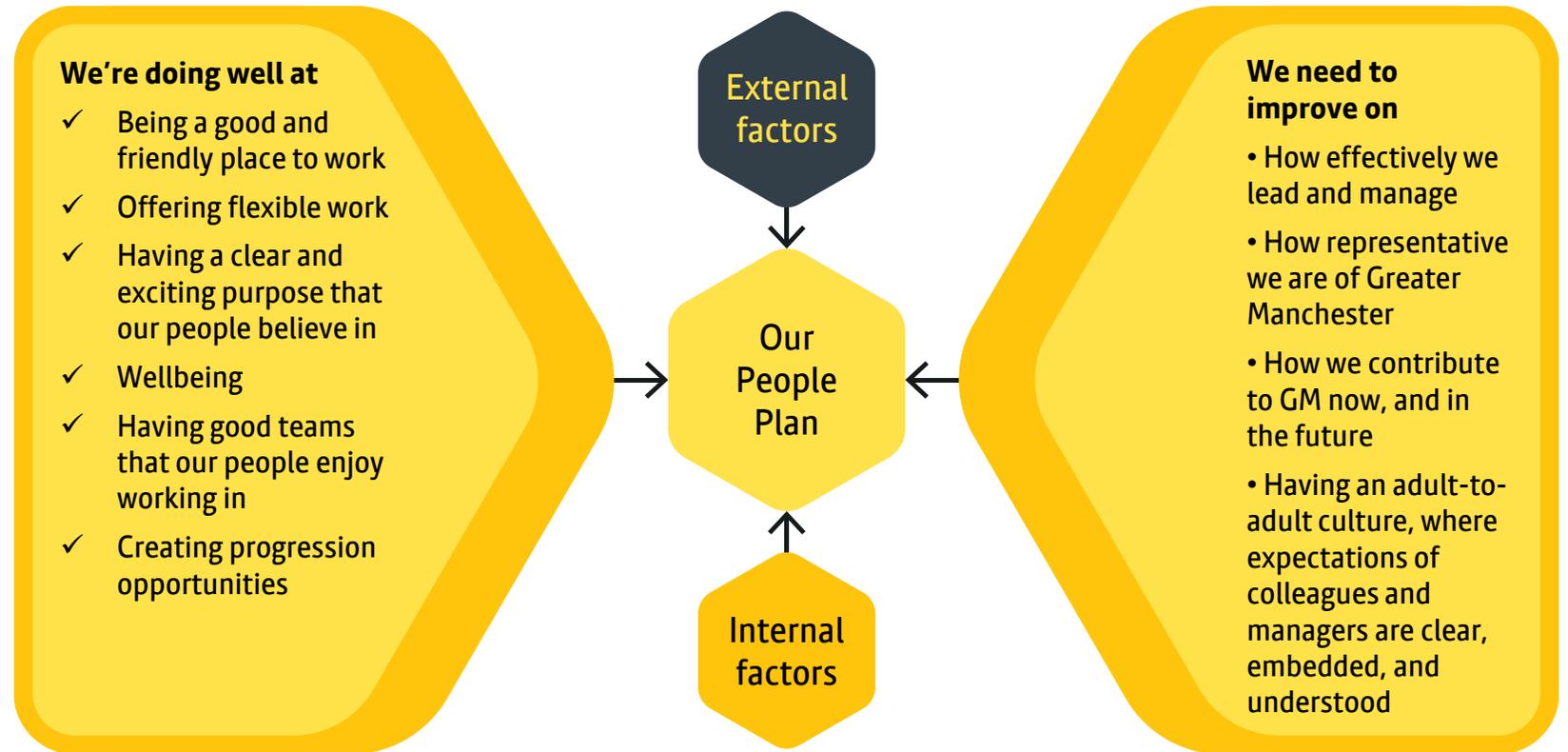
# How the People Plan was created

Our People Plan has been developed using important information – what our people are telling us in Best Companies about their experiences of working here, and what we know about the external environment we're operating in.

It's also based on our Business Plan commitments.

By listening to our colleagues and our stakeholders, we've been able to create a plan that's based on real feedback.

Whatever your role at TfGM, this plan is for you.



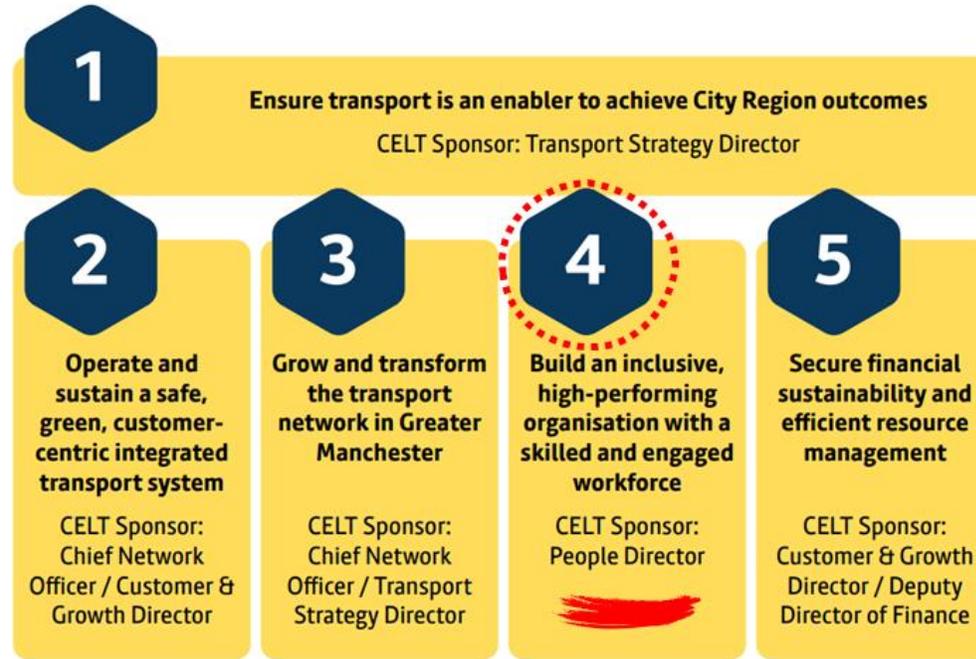
# Where the People Plan fits in TfGM

Our People Plan brings to life our **ambitions for** and **commitments to** our people.

It brings strategy and business planning to life by sharing what we will deliver for our people and citizens.

We want TfGM to be recognised as **one of the best places to work** in Greater Manchester.

All our People Plan commitments are designed around our values – **Deliver**, **Adapt**, **Care**.



# Our Business Plan measures



## Strategic objective:

Build an inclusive and high-performing organisation with a skilled and engaged workforce

Our People Plan takes our strategic objective and shows **how** we will deliver this.

## Five-year measures

- 2 Star rating on Best Companies
- 25% appointments made internally
- Exceed our SLAs
- 100% compliance with performance reviews and mandatory training
- Improve representation of GM

Our five-year Business Plan measures show our commitment to creating TfGM a greater place to work.

## 2024 measures

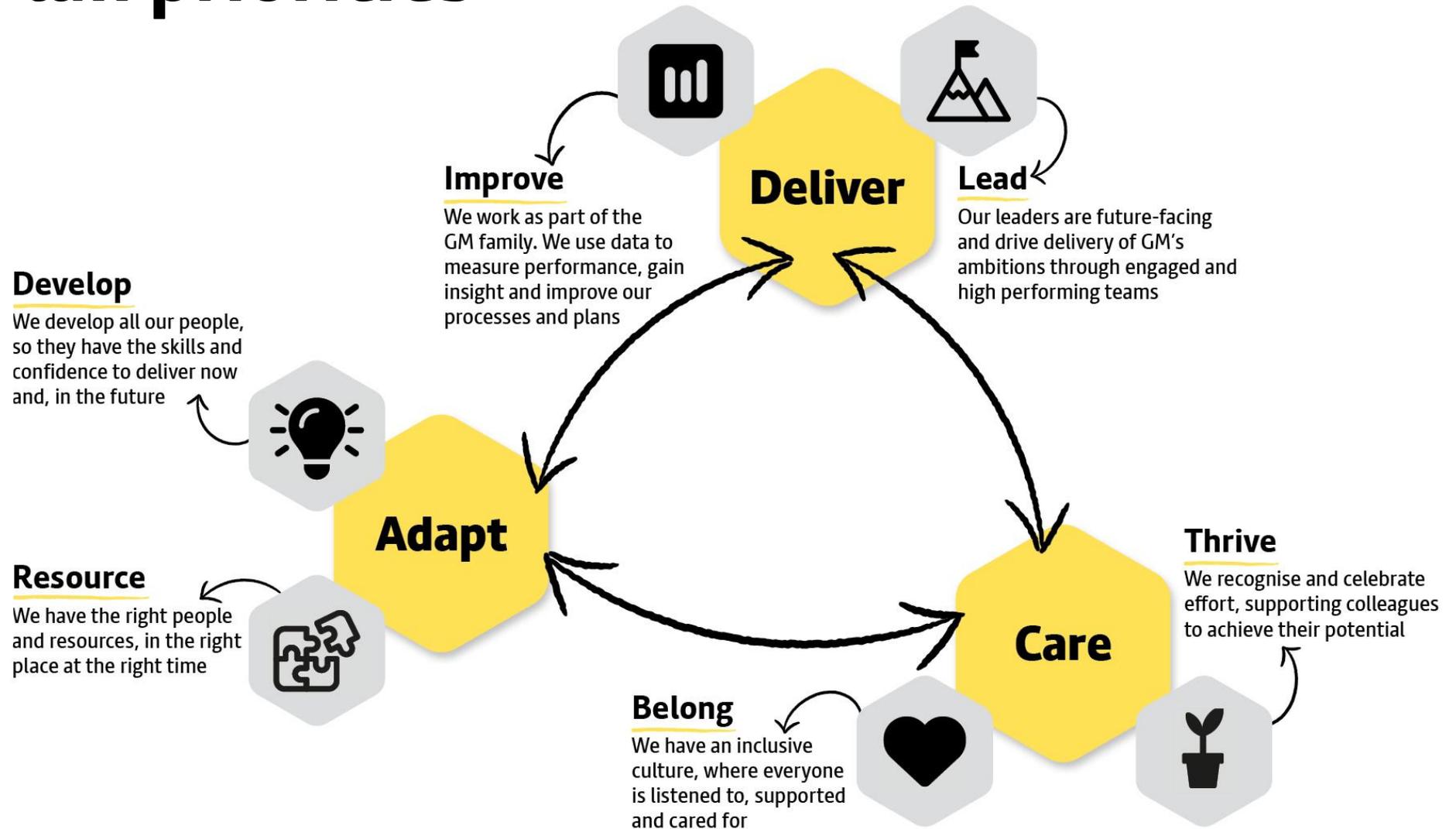
- EDI Action Plan
- Implement JobTrain recruitment system
- Launched refreshed My Impact
- Launch Speak Up
- Leadership Talent & Succession
- Reduce duplicated activity and increase resource agility

Our 2024 measures give us strong foundations to achieve greater longer-term outcomes for our people and for GM.

# Our People Plan priorities

Our People Plan priorities link directly to our values.

This is so the decisions we make, and how we prioritise, have our values and behaviours at their heart.



# Our vision in 2027



"I love working here. It's **hard work** and **rewarding**. Our leadership team are brilliant ...they're clear **on our vision** ... and there's always **exciting apprenticeship opportunities** happening.

Our managers are **open, clear, and fair**. I always **know what the priorities are**. The **expectations of me – in my job role, and my behaviours – are very high** but I also get great **development** and feedback is always constructive.

I see our **people – diverse, confident, competent, and supported**. I get to be my whole self – authentic, and **supported by leadership, management, colleagues, and networks.**"

## A colleague's view

"We've become more **agile and flexible**. We've made some **difficult decisions**, but we've been **open and honest** about them.

Our **values and behaviours** guide how we make decisions, keeping our **purpose and objectives** in mind. We have worked hard to **upskill our management teams, our senior leaders and ourselves**.

We've worked incredibly hard to build our awareness and understanding of our organisational **impact on our City-region**.

We're a **strong, cohesive leadership team**, and the positive impact of that on our colleagues is clear to see in our achievements"

## A CELT member's view



# People Plan: Delivery plan

Please note that activities and measures that are in **bold** form part of our Business Plan commitments.

# Deliver: Lead



Leadership determines whether an organisation succeeds. Leadership behaviour and performance shapes how colleagues want to follow. They must keep colleagues engaged with delivering for an organisation's purpose.

As of 2024, TfGM's leadership and management have declining ratings on our Best Companies colleague survey. Therefore, the first area in the People Plan is **Lead**.

	2025 Activities	2026 and beyond	Measures
LEADERSHIP	<ul style="list-style-type: none"> <li>Roll out CELT Leadership programme</li> <li>Explore through talent &amp; succession whether this is suitable for potential successors within ELT roles.</li> <li>Determine and implement approach for ELT leadership development</li> </ul>	<ul style="list-style-type: none"> <li>All aspiring and current CELT members undertake a defined, yet agile, Leadership development programme focused on behaviours.</li> </ul>	<ul style="list-style-type: none"> <li><b>Best Companies scores</b>, including for Leadership, <b>stabilise and increase back to target trajectory for 2 Star accreditation.</b></li> </ul>
MANAGEMENT	<ul style="list-style-type: none"> <li>Complete, evaluate, and amend Management Development programme based on pilot cohort feedback</li> <li>Management Development programme is implemented, alongside an updated induction programme.</li> </ul>	<ul style="list-style-type: none"> <li>Management training programme is mandatory and has been completed by all people managers.</li> <li>Aspiring Managers are encouraged to complete the programme to ensure they are equipped to take on management roles.</li> </ul>	<ul style="list-style-type: none"> <li>My Manager scores in Best Companies stabilise and increase, alongside associated factors of Wellbeing and Professional Growth.</li> <li>Mandatory training has a recurring 100% completion rate.</li> </ul>
PERFORMANCE	<ul style="list-style-type: none"> <li>My Impact process is reviewed with further input points included</li> <li>1-2-1s and end of year reviews are completed, encouraging a culture of performance management.</li> <li>Further review and options of how to evaluate performance are completed</li> </ul>	<ul style="list-style-type: none"> <li>My Impact becomes a scored activity, enabling honest and transparent performance discussions.</li> </ul>	<ul style="list-style-type: none"> <li><b>100% of available colleagues have performance objectives set.</b></li> <li><b>Best Companies scores demonstrate that colleagues have their daily, weekly, and annual performance objectives in place.</b></li> </ul>



# Deliver: Improve



TfGM plays a key role within our GM family. As a public body committed to public service, it is essential that we work together to **improve** the value we deliver for our customers. Together, we can make Manchester even greater. As a People team, we must achieve our performance commitments monthly. We need to make sure we're compliant. We also need to develop future skills through developing a talent pipeline that attracts diverse candidates and skills to TfGM

	2025 Activities	2026 and beyond	Measures
COLLABORATE FOR GREATER MANCHESTER	<ul style="list-style-type: none"> <li>• Further develop and agree MBacc approach with GMCA colleagues.</li> <li>• Identify and implement first T-Level placements and review improvement opportunities.</li> <li>• Develop a social-value focussed approach to work experience, including identifying schools and third sector partners to work with in areas of GM with highest levels of social deprivation / unemployment.</li> <li>• Joined-up and effective working with key partners in GM, including GMCA and local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Bee Network Careers pathway for Mbacc is finalised/implemented (TBC) with TfGM taking an oversight role and providing valuable T-Level placements as part of the pathway.</li> <li>• Social-value led work experience is in place.</li> </ul>	<ul style="list-style-type: none"> <li>• TfGM successfully drive the Bee Network Career pathway for the MBacc, with a pathway being in place by 2026.</li> <li>• TfGM provide a minimum of 20 T Level placement opportunities a year</li> <li>• Joint contracts and processes in place that deliver effective value for money.</li> </ul>
PEOPLE TEAM PERFORMANCE AND COMPLIANCE	<ul style="list-style-type: none"> <li>• Shared Service improvement plan in progress, including focus on Manager self-service and focusing on EDI data.</li> <li>• Development plan to upskill managers to enable self-service is created.</li> <li>• Monthly people reporting is implemented, providing greater organisational insight.</li> <li>• SOPs, KPIs and SLAs are agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Manager self-service is fully implemented, enabling greater added-value from HR Shared Services.</li> <li>• People data dashboards are refined and improved.</li> <li>• Compliance standards are achieved in all audits on an ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Shared Service Improvement Plan is successfully delivered, leading to improved functionality and some elements of manager self-service</li> <li>• Essential People metrics, including KPIs and SLAs, are achieved monthly.</li> <li>• Suite of People Data dashboards have been introduced and refined to effect decision-making.</li> <li>• Internal audits achieve 100% compliance.</li> </ul>



# Adapt: Develop



## Develop

We develop and train all our people, so they have the skills and confidence to deliver now and, in the future.

TfGM must <b>develop</b> colleagues to be future-facing. And to do this, we need to understand what talent we have and how to develop our people. As part of our employee value proposition, we need to make sure our colleagues are clear on their objectives, and how we expect them to behave to deliver in line with our values. We also need to make sure we manage performance effectively, and that team members have regular discussions with their line managers			
	2025 Activities	2026 and beyond	Measures
APPRENTICESHIPS AND T LEVELS	<ul style="list-style-type: none"> <li>Finalise and implement apprenticeship strategy focused on organisational responsibility and ensuring that Levy payments are all recovered.</li> <li>Senior Leaders start taking an active role in mentoring our apprentices</li> <li>Maintain and increase apprenticeship numbers, including early entry apprenticeship offerings</li> <li>A minimum of 10 T Level Placements take place in TfGM</li> </ul>	<ul style="list-style-type: none"> <li>Apprenticeship levy is fully recovered and greater spread of apprenticeships across TfGM.</li> <li>Apprenticeship work remains focused on future skills.</li> </ul>	<ul style="list-style-type: none"> <li><b>TfGM maintains a minimum of 5% apprentices in the workforce.</b></li> <li>Apprenticeship levy is looked at alongside the training budget to optimise value-for-money development opportunities for a wide range of colleagues.</li> <li>Early-entry apprenticeship are a leadership commitment and run annually.</li> <li>Overall early careers apprenticeships, placements, and T Levels account for <b>10%</b> of TfGM's total workforce by FY 2026/2027</li> </ul>
TALENT AND SUCCESSION	<ul style="list-style-type: none"> <li>Talent and Succession process run through management structures during the year, understanding areas of risk and identifying development approaches both generally and specifically.</li> <li>Behavioural framework is embedded into Talent and Succession</li> </ul>	<ul style="list-style-type: none"> <li>Talent and succession is fully embedded as part of regular cycle of people-focused activities.</li> <li>Identified talent undertake specific and consistent development programmes.</li> </ul>	<ul style="list-style-type: none"> <li><b>Talent and succession process is run annually</b> and aligned with behavioural framework.</li> <li>By 2026, there is a full and up to date profile of talent within TfGM.</li> <li>During 2025, a clear succession plan, with associated development, is created.</li> <li>Critical roles are understood, with mitigation plans and succession plans in place.</li> <li>Reduction in disciplinary and grievance cases.</li> </ul>
OBJECTIVE SAND DEVELOPMENT	<ul style="list-style-type: none"> <li>My Impact process is developed further to incorporate behavioural framework.</li> <li>My Impact embedded as ongoing performance management process.</li> </ul>	<ul style="list-style-type: none"> <li>My Impact, aligned with behavioural framework, is fully embedded.</li> <li>Performance management is an effective balance between behaviours and outputs.</li> </ul>	<ul style="list-style-type: none"> <li>100% of colleagues have objectives in place.</li> <li>100% of colleagues have development plans identified.</li> <li>Talent pipeline in place.</li> </ul>

# Adapt: Resource



TfGM must <b>resource</b> effectively, creatively, and with future skills in mind. We use our systems effectively and efficiently to create a seamless recruitment experience. We deliver value for money and ensure we use the best resourcing method for the right need. We must attract a more diverse range of candidates to TfGM, and to create opportunities to deliver social value			
	2025 Activities	2026 and beyond	Measures
RESOURCING METHODS AND MEASURES	<ul style="list-style-type: none"> <li>Review JobTrain performance and contract manage with GM family.</li> <li>Complete review of alternative resourcing methods to identify a wider range of candidates, focusing on social inclusion and GM representation.</li> <li>Trial and evaluate alternative resourcing methods.</li> <li>Review and streamline preferred supplier list to ensure value for money in agency.</li> <li>Implement suite of Resourcing KPIs and SLAs</li> </ul>	<ul style="list-style-type: none"> <li>Manage performance of Preferred Supplier List of agencies.</li> <li>Strong working relationships developed with voluntary, community and social enterprises (VCSEs) to reach those candidates furthest from the labour market.</li> </ul>	<ul style="list-style-type: none"> <li><b>JobTrain was implemented by August 2024 and optimised.</b></li> <li>Minimum of 10 successful candidate referrals from VCSEs into work with TfGM.</li> <li>Agency and contractor PSL is streamlined, and fees are reduced – measured annually and tracked</li> <li>Key resourcing KPIs and SLAs are delivered (i.e. time to hire).</li> </ul>
VALUE FOR MONEY	<ul style="list-style-type: none"> <li>Fully embed, manage, and report on resource scrutiny process.</li> <li>Use resource scrutiny to identify areas of TfGM where activity is duplicated.</li> <li>Continue to manage long-term contractor usage to deliver more cost-effective solutions.</li> <li>Identify future skills requirements based on contractor usage</li> </ul>	<ul style="list-style-type: none"> <li>Agreed approach and decision tree for resourcing solutions in place.</li> <li>Maintain both long-term and short-term contractor usage below agreed levels.</li> </ul>	<ul style="list-style-type: none"> <li>Resource scrutiny is embedded, with a cultural shift towards more diverse resourcing solutions.</li> <li>Long-term contractor usage decreases year-on-year; by 2026, ensure that fewer than 10% of all contractors have a tenure of more than 2 years.</li> <li>By 2026, overall reduction in use of contractors by 30%.</li> <li><b>Reduce duplication of activity across TfGM and evidence cost-savings.</b></li> </ul>
RESOURCE PLANNING	<ul style="list-style-type: none"> <li>Finalise and implement resourcing plan, focused on future skills.</li> <li>Identify future talent pool requirements based on resourcing plans.</li> <li>Finalise Recruitment &amp; Selection policy</li> <li>Complete refresh of Recruitment &amp; Selection training for line managers</li> </ul>	<ul style="list-style-type: none"> <li>Resourcing plan refined and embedded and aligned to early entry careers.</li> <li>Variety of talent pools established and maintained.</li> </ul>	<ul style="list-style-type: none"> <li>Resourcing plan is in place and reportable</li> <li>Diverse talent pools are in place for both key roles and future skills linked to talent and succession planning process.</li> <li><b>25% of roles are filled internally.</b></li> </ul>



# Care: Belong



To make sure our colleagues are engaged with TfGM’s purpose and values, they must believe and feel that they **belong**. Having a sharp focus on equality, diversity, and inclusion, helps to create a culture that attracts and retains diverse Talent from across Greater Manchester. - We are committed to being more representative of our City-Region, by creating opportunities for diverse voices to be heard. Whatever our colleagues’ background, they feel engaged with TfGM’s purpose, values, and behaviours, committed to their roles. They are confident that we listen, and act on their feedback.  
 More details are contained within our **ED&I Action Plan**

	2025 Activities	2026 and beyond	Measures
<b>CREATE AN OPEN AND INCLUSIVE CULTURE</b>	<ul style="list-style-type: none"> <li>Formal launch of Speak Up by the end of FY 24/25</li> <li>Review, evaluate, and embed Speak Up further</li> <li>Ensure thematic reporting of Speak Up themes, identifying solutions to design these out through appropriate access to CELT.</li> <li>Encourage and support new colleague networks through the implementation process, resulting in a minimum of 4 networks in place by the end of the year.</li> <li>Develop ‘Conversations with a Leader’ into a more structured and formalised Mutual Mentoring programme.</li> <li>Upskill senior managers beyond CELT to participate in mutual mentoring.</li> <li><b>ED&amp;I Plan continues (link here).</b></li> <li>Complete self-assessment against GM People Inclusion Standards in Q1 with peer review in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>Mutual mentoring is established as part of TfGM’s culture.</li> <li>Next wave of Speak Up Advocates are trained and inducted.</li> <li>Colleague networks are established and embedded, with further opportunities for colleague involvement.</li> <li><b>ED&amp;I Plan is reviewed and continues.</b></li> </ul>	<ul style="list-style-type: none"> <li><b>EDi plan is delivered</b>, creating a more diverse workforce. Senior Leaders take greater responsibility for ED&amp;I.</li> <li><b>Colleague networks are in place, providing support and wide-ranging views.</b></li> <li><b>Mutual mentoring</b> is established, with effective learning between senior colleagues and TfGM’s diverse workforce; all CELT will have mutual mentoring relationships with at least 1 colleague</li> <li><b>Speak Up</b> is launched in 2024 and embedded throughout 2025.</li> <li>Ethnicity pay gap narrows year-on-year (SAP improvement required for baselining).</li> <li>Gender pay gap decreases</li> </ul>
<b>POLICIES AND SKILLS</b>	<ul style="list-style-type: none"> <li>Updated Family Friendly policies are in place.</li> <li>Next wave of MHFAiders are trained and in place – closed cohorts to run quarterly through MHFA England</li> <li>Wellbeing strategy is reviewed.</li> <li>Line manager ability to support wellbeing is improved through Management Training Programme.</li> </ul>	<ul style="list-style-type: none"> <li>Updated Wellbeing strategy is in place.</li> <li>Established MHFA provision across all TfGM.</li> </ul>	<ul style="list-style-type: none"> <li><b>Best Companies scores for Wellbeing increase, maintaining an average score of 5.25 or higher.</b></li> <li>Minimum of 50 MHFAiders are in place at any time across all areas of TfGM</li> </ul>



# Care: Thrive



We want our people to **thrive**. We need to build on our colleagues' passion for what we deliver for Greater Manchester, by making sure that our employee value proposition is in place. As part of this, we commit to reviewing every aspect of the employee lifecycle over the next three years, making as many colleague-identified improvements as we can. Hearing our employees' voices is an essential part of this - and acting on their feedback.

We also want to play our role in making sure Greater Manchester thrives, not just through our resourcing and development priorities, but through delivering true social value in all that we do.

	2025 Activities	2026 and beyond	Measures
LISTEN AND LEARN	<ul style="list-style-type: none"> <li>• Further develop approach to Best Companies planning with People support in workshops</li> <li>• Timescales for Best Companies aligned with GMCA</li> <li>• Minimum of 2 pulse surveys run throughout 2025</li> <li>• Engagement strategy in place in conjunction with ICE team.</li> <li>• More regular feedback on you said: we did activities.</li> <li>• Support leaders and managers to adapt to results and action plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement established as core leadership and management activity and expectation.</li> <li>• Approach to measuring colleague voice reviewed, with proposals on potential changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Best Companies completion rates are a minimum of 75% of available colleagues.</li> <li>• Engagement survey functional action planning is embedded, rather than an annual process.</li> <li>• Themed workshops, based on colleague engagement survey feedback, are held annually, to help improve and learn.</li> </ul>
ANALYSE AND PLAN	<ul style="list-style-type: none"> <li>• Upskill leaders and managers through the development programmes identified in <b>lead</b>.</li> <li>• Exit interview process reviewed, and any changes recommended.</li> </ul>	<ul style="list-style-type: none"> <li>• Embed self-serve for first line managers through management development programme and HR Shared Service improvement plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Colleague voluntary turnover remains under 8%.</li> <li>• Sick absence remains under agreed KPI.</li> <li>• Exit interview themes analysed regularly, and strategic updates given.</li> </ul>
CREATE OPPORTUNITIES	<ul style="list-style-type: none"> <li>• Commence contract reviews to determine social value.</li> <li>• Reduce, rationalise, and refine suppliers, where possible and practicable, to focus on local supply.</li> <li>• Continue to promote corporate volunteering day through ICE channels</li> </ul>	<ul style="list-style-type: none"> <li>• Embed social value activities through effective procurement, contract management, and other related activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Colleague-identified corporate charities remain in place.</li> <li>• Charity fundraising committee raises money annually.</li> <li>• Colleague volunteer days have increased uptake.</li> <li>• Social value is key contractual consideration, ensuring that suppliers are local wherever possible and practicable.</li> </ul>



# Measuring our success

We are a strong and stable workforce



Under **8%**

colleague turnover

We are healthy and engaged

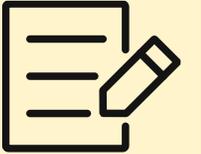


**659.5**

Engagement score  
Leadership score **4.5**

We are continuously learning and developing

**10%**



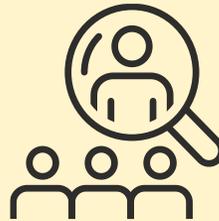
Of colleagues studying  
apprenticeships and T-levels



By 2026 fewer than

**10%**

of contractors on more  
than a two-year tenure



**4**

Colleague networks  
established by December  
**25**



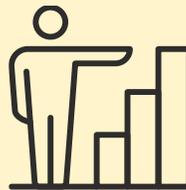
**100%**

My Impact completion

Diverse talent pools are in place  
for key roles and future skills.



Increased focus on reduction in  
duplication of activity and  
resource agility.

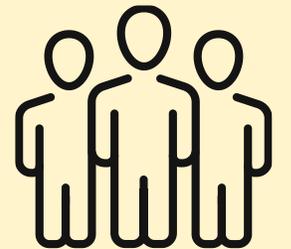


Under **3%**

absence rates

**30%**

of roles filled  
internally



# Our partners, accreditations, and principles

**MEMBER**



**Delivering  
for  
our customers**

**TfGM's values  
and behaviours**



**Nolan Principles of Public Service:**

**Selflessness, integrity, objectivity,  
accountability, openness, honesty, leadership**



Our People Plan is underpinned by the Nolan Principles of Public Service. These principles are brought to life through our **behavioural framework**, putting as much emphasis on **how** we work as **what** we achieve. Successfully working to the Nolan Principles and our behaviours means we remain focused on successfully delivering for our customers.



# Thank you

If you have any questions, please contact [people@tfgm.com](mailto:people@tfgm.com)

# Appendix - People strategic and functional risk profile

