



#TEAMTAMESIDE

People Plan

Thriving through our People!



Created by and for you!

A note from our Senior Leadership Team...

We're so proud to say that Tameside is unique - with a wealth of culture, history, and heritage. Forged strong and honest by our past we take pride in sights, sounds and foundations that make our borough a great place to live, work, invest and visit.

Graft, integrity, and innovation are in our blood. These combined with loyalty, honesty and pride, makes us achievers which is proudly reflected in our community and in our organisation.

As an organisation, we are unapologetically ambitious about creating a borough where everyone can achieve their hopes and ambitions, as outlined in our Corporate Plan. We know that you work hard every day to make this a reality!

This next phase of our journey can only be successful through and with you, our people. We've committed to taking a holistic approach, ensuring our People Plan not only builds capabilities but also on what you told us creates a great place to work: the conditions, the working practices and culture for you to thrive.

We've started to make progress on this, which we're truly grateful to you for - our organisation is changing for the better because of this combined effort.

Developing our People Plan with your input has proven to be the absolute right thing to do! Meeting so many of you over recent months has been

inspiring, hearing about your dedication, pride, and the ways we can help everyone thrive.

It is also clear to us that you are living our STRIVE values each and every day and our People Plan demonstrates our values in action both collectively and individually.

Over the coming years we will undoubtedly face challenges and complex problems to solve, but more importantly we'll also encounter exciting opportunities. We hope that you're starting to feel that sense of excitement at the boundless possibilities for our organisation, borough and people. It is our belief that with strong foundations we will reach even the most unthinkable heights.

Our ask is simple but powerful - use our STRIVE values to play a proud and active role in building our capabilities and creating a great place to work, with the right conditions, the working practices and culture for you to thrive.

Your Senior Leadership Team

P.S. We would like to say a personal thank you to the 500 plus people who took the time over recent months to help shape this People Plan with us. Along with the 1,400 voices from our Staff Survey this is 'by you and for you'.



How it all connects...

The golden thread...

We have a clear and compelling vision for Tameside. Our Corporate Plan 2024-2027 outlines our ambitions for our communities, borough and organisation.

To achieve this, we need the right culture and people, with the right skills and behaviours, in the right place at the right time. This is where our People Plan comes in, helping to make this happen.

It's important that we all take the time to understand our Corporate Plan 2024-2027. This way, everyone knows what needs to be done, can see how we contribute to its delivery, and we are all aligned to create the greatest impact.

Tameside Corporate Plan 2024 - 2027

A place where **everyone** can achieve their hopes and ambitions.



Enhance early years' health, support and childcare provisions and prioritise early identification of needs.

Support parents and carers with parenting skills and resources.

Promote child protection and safeguarding measures, and support cared for children.

Reduce child poverty and improve child and family social support systems.

Promote early intervention and support for children with additional needs.

Strengthen partnerships with educational institutions and community organizations through collaboration and sharing information.



Ensure all children have a high quality, enjoyable and inclusive education that enables them to achieve their full potential.

Promote lifelong learning and upskilling programs for adults.

Provide the infrastructure and support for local businesses to create job opportunities.

Enhance digital skills and access to technology for all residents.

Encourage entrepreneurship and support business growth and social enterprises.

Promote fair wages and equitable employment practices.



Enhance community safety through crime prevention initiatives.

Champion and deliver environmental sustainability including waste reduction, recycling and reuse.

Increase the supply of high-quality, affordable homes and improve the housing circumstances of those most in need.

Invest in community infrastructure and facilities.

Design sustainable town centres and other public spaces based around resident needs.



Develop system-wide responses to reduce health inequalities and improve health outcomes for all residents.

Support people to be as resilient and independent as possible.

Enhance access to and quality of care for those who need it.

Provide early support for children and adults at risk of poor mental health and loneliness.

Encourage and support people towards more healthy behaviours.

Enhance and promote preventative care.



Reformed and modernised enabling services.

Early intervention, prevention and resilience – individuals, families and communities.

Evidence based decision making – voice, demographics, equalities and finance



Guiding us in everything we do...

Our values in action...

The 'how we do things' is just as important as the 'what we do'!

We all have different roles, skills, learning needs, motivations and we're all at different stages of our careers. But our values unite us and are at the heart of everything we do!

Our values influence our thinking, choices, behaviours, how we treat others and how we make decisions. They are the non-negotiable personal qualities we all demonstrate.

We're incredibly proud of our values and are continuously working to help everyone live them 'day in and day out'.

They represent who we are, what we stand for and our organisational DNA. Our People Plan showcases our values in action both collectively and individually. They drive everyone's active role in the delivery of our People Plan and are key to our success.



Your voice in shaping this!



Through many conversations...

What we do well

Through our Whole Workforce Survey (Sep/Nov 2024) over 50% of our workforce helped us understand what we do well, what matters most to you and how we can work together to make Tameside an even better place to work.

175

people took part in focus groups in the summer of 2024.

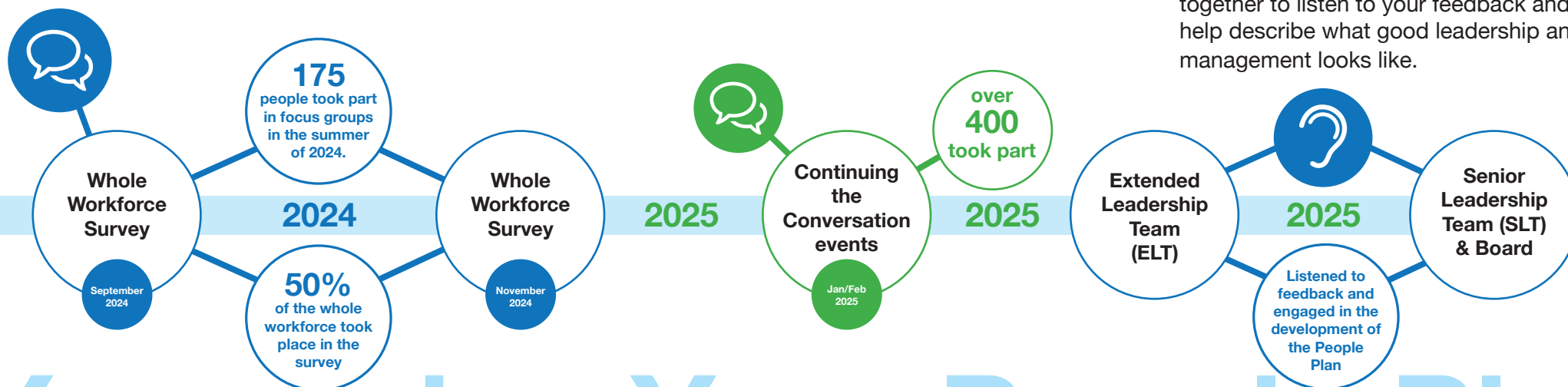
Over 400

of you joined us in Jan / Feb 2025 at our Continuing The Conversations events and helped us to describe who we are and what we are like at our best.

Listening...

Our Senior Leadership Team and Board (Elected Member Cabinet) came together on several occasions to listen to your feedback and your ideas for our People Plan.

Our Extended Leadership Team (ELT) came together to listen to your feedback and to help describe what good leadership and management looks like.

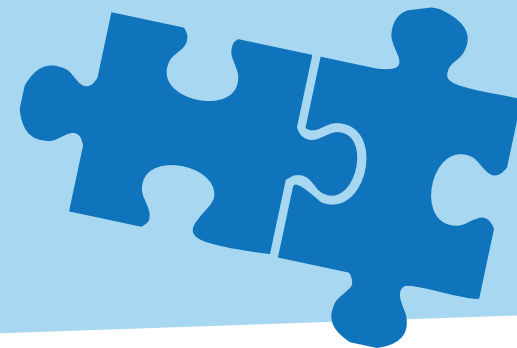


Your voice in shaping this!

Your feedback and insights inspired action...

Your words, views, and feedback have been the foundation of our People Plan. They've inspired how we describe ourselves, the way we do things, and they have helped us identify our top priorities to help make Tameside a great place to work.

Your insights have been captured in our sketch note on the next page.



Your voice in shaping this!



Building on some great practice...

We're proud of our packages of support, charters and accreditations that demonstrate our commitment to being a good employer, including...

As a Member of the Good Employment Charter, we maintain high people management standards - providing work that is secure, flexible and fairly paid, whilst ensuring our people are developed, well-managed and engaged, with their health and wellbeing a top priority. Including...



A great employee benefits package to help your physical, mental, social and financial wellbeing.



Extensive learning, development and growth opportunities to support you to be the best you can be and help you progress.



An excellent pension scheme to support you in and make the most of your retirement – whatever you choose to do!



A range of Trade Unions we recognise, support, work with and encourage you to join for collective representation.



A wide range of flexible working and special leave options to help you with whatever life throws your way!



A range of employee groups to support you in so many different ways and to help us make our organisation an even better place to work.



Our plan's focus!

What good looks like...

Our People Plan has seven themes that when delivered together ensure we have the right skills and capability both for now and for the future, but also the right culture for everyone to thrive.

These themes are based on what you've told us makes a great place to work - building on the good practice that already exists here:

Engagement
Meaning & Impact
Wellbeing
Belonging
Positive Environment
Learning & Growth
Effective Leadership

Each theme has an Engagement Indicator. We'll use these in regular pulse surveys so you can tell us how well we've embedded them within our culture.

You've also clearly told us that all this needs to be built upon clear and non-negotiable expectations of each other...



Our expectations of each other



Our part as an organisation.

We will...

- Have our residents at the heart of everything we do...
- Uphold and live our values...
- Have an absolute focus on delivering our Corporate Plan...
- Do our absolute best by you...
- Fly the flag for Tameside...
- Work together as one #TeamTameside...
- Trust and empower you...
- Care about you...
- Listening to you and involve you in how we do things...
- Support you to learn and grow to be great at what you do...
- Value and celebrate you and the work you do...



...built
on mutual
expectations,
respect, trust
and a 'can
do' positive
relationship...



Our part as an employee.

I will...

- ...put our residents are at the heart of everything I do.
- ...uphold and live our values.
- ...stay committed to achieving our Corporate Plan.
- ...do my absolute best by our residents.
- ...represent Tameside with pride.
- ...embrace working with others as one #TeamTameside.
- ...value and respect the trust and responsibility given to me.
- ...care for others and our community.
- ...get involved, listen to others and help make things better.
- ...grow, learn from and support others.
- ...appreciate and celebrate other's contributions.



Engagement



...in your own words...

Theme 1

Being given the opportunity to be involved in conversations, voicing my opinion and being included in decisions – a really positive two-way dialogue

Listening to me, not just those who speak the loudest

Feeling that I am part of a listening organisation

Having an open culture with a genuine connection with all levels of my organisation

Valuing my opinions, feelings and professional expertise - being a part of the change

Feeling heard, valued and seeing changes happening as a result

Engagement



What good looks like...

Having an ongoing dialogue with you where you feel informed, can confidently speak up, be heard and involved in decision making and the organisation.

Where your feedback, being possible, is acted on. Where it can't, through good conversations, helping you to understand why it can't.

What you'll see...

A clear organisational standard of open, honest and constructive communications and engagement with you.

A communication and engagement framework that sets out the range of ways we will communicate, engage, have good discussions and listen to you.

Open, honest, and consistent communication with you through regular team meetings, newsletters, and feedback loops.

A strengthened role for you through our employee groups and networks. Including an Employee Forum and an All-Manager Network. So, along with our inclusion networks, you have a place to come to feel informed, confident to speak up, be heard and involved.

An approach to change where you feel change is 'done with, not to'. Where you are involved and have the support to consider, implement innovative ideas, nourishing your creativity to change things.

Just under 75% of you are residents of Tameside. Your views as residents are also very important to us and can help make a significant positive impact. Alongside balancing the needs of continuing to deliver services etc. we will introduce ways to encourage and support you to be able to engage with us as a resident. Including where possible working flexibly to accommodate your engagement in any consultation processes, supporting you to attend within your working day/hours etc. Your participation is not only beneficial for our community but also enriches our collective work environment.

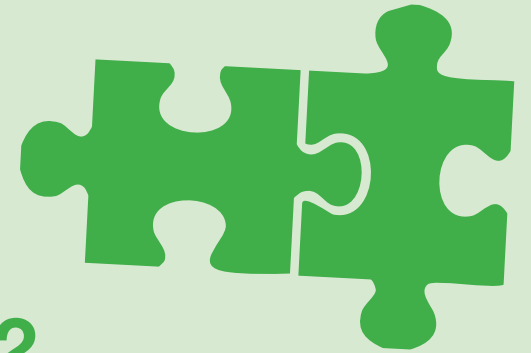
What we hope you feel...

Our Engagement Indicator - I am listened to and involved in how we do things.

We'll ask you this question in regular surveys so you can tell us how well we've embedded this across the organisation.



Meaning & Impact



...in your own words...

Theme 2

Everyone knowing their purpose, the purpose of the council, and how we all contribute

Knowing how I fit into the bigger picture

Trusting me and giving me permission to make a difference

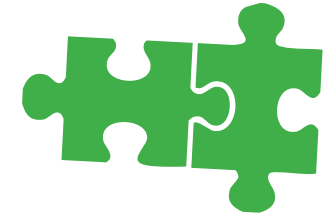
Thank you/well done being said when deserved – being recognised and feeling valued

Feeling proud to be part of the council and the services we provide

Everyone being able to understand how they contribute to strategies and outcomes



Meaning & Impact



What good looks like...

It's more than just what you do, it's why you're here – to make a difference!

Your role having meaning - the autonomy, empowerment and trust to make decisions, do your best, be resident focused and create meaningful impact.

Recognising, valuing and celebrating the approaches you take and the differences you make. Helping you to taking pride in who you are and what you do.

What you'll see...

A clear organisational standard of empowerment, only 'adding value', being resident focused and having a clear connection to the delivery of our Corporate Plan is part of every role.

A way of designing roles that ensures your role has meaning, autonomy, empowerment and trust to make decisions – with operational decision making as close to 'front line' as possible.

Help everyone recognise what good looks like and how they are making a difference through our #TeamTameside Experience.

New ways of working that brings multi-disciplinary teams together around a common goal or service, utilising everyone's collective strengths and better collaboration to achieve the very best results.

A My Performance Framework that supports you to perform at your best, drives excellent performance, know how you can be the difference, how you fit into the bigger picture and our organisational objectives as set out in the Corporate Plan.

A Recognition Framework that makes it easier to recognise and celebrate, both formally and informally, the great work that you do. Including a #TeamTameside (one council) approach to a range of recognition and celebration events.

A strong employer brand and total rewards package to both attract top talent and drive employee loyalty.

What we hope you feel...

Our Engagement Indicator – I can make a difference and I'm valued for what I do and I am clear about what is expected of me in my role.

We'll ask you these questions in regular surveys so you can tell us how well we've embedded this across the organisation.



Wellbeing



...in your own words...

Theme 3

Having the flexibility to
have a good work
life balance

Talking to my manager and
them reach out sometimes
when needed

Opportunities to
connect with team e.g.
'Wellbeing Wednesday'

Being able to switch off
from work - getting support
when its a challenge

Conducive work
environment

Not having back-to-
back meetings as it
sometimes hinders me
getting the job done

Wellbeing



What good looks like...

Having a safe, healthy and well working environment where you are resilient and can thrive, flourish and achieve.

What you'll see...

A clear organisational standard of prioritising your wellbeing, creating the conditions for you to be healthy & well by maintaining a healthy working culture.

A dedicated Wellbeing Strategy covering the four pillars of wellbeing – mental, physical, social, and financial. That takes a holistic and meaningful approach to health and wellbeing at Tameside.

Efficient and effective working practices to enable you to have a good work/life blend whilst delivering outcomes. Including tackling any 'always on', email or meeting cultures or behaviours that exist.

Empowering you to make informed decisions about your own self-care, personal resilience and be responsible for your health and wellbeing. By promoting our health and wellbeing offer to ensure you feel informed, supported and able to access it at the right time.

Whilst based on the needs of effective delivery of services, flexible working arrangements including hybrid working.

What we hope you feel...

Our Engagement Indicator – I feel my health and wellbeing is supported.

We'll ask you this question in regular surveys so you can tell us how well we've embedded this across the organisation.



Belonging

...in your own words...

Theme 4



Being respected for who I am.
Everyone is different and me
being able to be myself

Having a diverse and inclusive
work environment

Being happy coming and
going home from work and
feeling welcomed to be part
of the team

A 'no-blame' culture where I
feel comfortable sharing ideas
and learning from my mistakes.

Being cared for

A workforce reflecting
our borough's diversity

Belonging



What good looks like...

A positive and inclusive culture where you are valued, respected, recognised and celebrated for the individual contributions that you bring.

Working with your different backgrounds and experiences to inform and shape our organisation, practices and behaviours.

What you'll see...

A clear organisational standard of everyone cares and everyone counts.

Before and when you start with us, we'll help you to understand our organisation, culture and values. Supporting you to feel welcome and to get involved from the very start.

A diverse range of inclusive networks there to support you, feel a sense of belonging and who drive forward improvement in our organisation.

Through our Talent Strategy, breaking down barriers to inclusion and representation so we have a workforce that reflects the people we serve. Including developing talent pipelines that recognises your differences and supports a diverse range of people to join, grow and progress in Tameside.

A strengthened workforce training offer to raise awareness of and develop your capabilities in respect to equality, diversity and inclusion.

What we hope you feel...

Our Engagement Indicators – I belong and feel part of our organisation.

We'll ask you this question in regular surveys so you can tell us how well we've embedded this across the organisation.

Your voice Your People Plan

Positive Environment



...in your own words...

Theme 5

Experiencing a culture of 'no blame', supportive, collaborative, trusting and most importantly hope

Demonstrating our values and building trust and confidence across the organisation

Helping us to shine

Helping me to make things happen

Everyone valued at all levels

Use me and all of my talents – I'm more than my job title

Positive Environment



What good looks like...

Where you feel supported and motivated and you have the resources and opportunities to thrive both personally and professionally.

What you'll see...

A clear organisational standard of relentlessly focusing on what we know creates a positive working environment for you, through the delivery of all seven themes of this People Plan.

Our STRIVE values embedded and driving everything we do.

People related policies, practices and behaviours that create an 'adult to adult' relationship between the organisation and you. That are inclusive, are human, take a strengths-based approach and are based on the principle of trust - streamlined to make things quicker, easier and better.

Strengthening our approach to understanding your experiences through regular workforce surveys and ensure that feedback shapes how we do things. Including the better collection, analysis, and reporting of workforce data to help us make informed decisions.

Opportunities like our Employee Conference that create an environment of belonging, connection and growth so we can better understand each other, our varying roles, the person behind the job title, the hidden talents, strengths, perspective and personalities we all bring.

What we hope you feel...

Our Engagement Indicator – I would recommend the Council as a great place to work.

We'll ask you this question in regular surveys so you can tell us how well we've embedded this across the organisation.



Learning & Growth



...in your own words...

Theme 6

Encouraging progression,
learning and skills to grow

Encourage people to think
“outside of the box” to problem
solve

Networking - within different
services, other councils, and
partners

Opportunity for progression

Encouraging development

Allowing time
sometimes away from
the day job, thinking
of new ideas etc/team
building days

Learning & Growth



What good looks like...

Where you can access opportunities, both formal and informal, to learn and grow.

Where you are encouraged to have a growth mindset, be curious, and are empowered to access opportunities.

What you'll see...

A clear organisational standard that focuses on learning not blame, people having time to network, think and grow and continuous improvement to deliver better outcomes.

A Talent Strategy, that helps you have time to think, create, learn, grow and network. A key focus of the strategy will be clear career pathways to support the progression of talent within the organisation.

A workforce / succession planning framework that focuses on addressing workforce challenges and supports progression of the talent already within the organisation.

An Academy approach to support the learning and development of specific skills, including our Digital and Data Skills Academy that develops your digital and data skills. To be positive disrupters and use technology and data to change the way you do things.

Opportunities for you to develop your creative thinking and innovation, unleashing the curiosity, capability and courage for you to try new things.

An enhanced coaching programme and mentoring scheme to help you to fulfil your potential.

What we hope you feel...

Our Engagement Indicator – I have opportunities for learning, growth and development.

We'll ask you this question in regular surveys so you can tell us how well we've embedded this across the organisation.



Effective Leadership



Theme 7

...in your own words...

Leading by example -
STRIVE values

Inspiring...

Culture of kindness

Good management,
approachable and supportive

Being clear about
what you need, but
empowering me to do it
in the best way

Being a decent human
being – non-hierarchical
and treating me the way
you would want to be
treated

Effective Leadership



What good looks like...

Your manager being values based, human, visible, accessible, empowering, inclusive, kind and compassionate, balancing your needs and those of the organisation.

What you'll see...

A clear organisational standard of every person responsible for people understanding and carrying out their dual role of manager and leader.

Based on our STRIVE values and this People Plan, a revised Leadership Behaviour Framework and development offer that sets the standard, expectation and measure of strong, values-led and inclusive leadership behaviour and people management practice.

Your manager being a champion of you, #TeamTameside, our organisation, our residents and borough.

Through ELT and our Manager Network, your manager having regular access to internal and external speakers to 'push the envelope' in organisational thinking, to explore innovative ways of doing things, to develop the #TeamTameside mindset, to be able to navigate our political environment and develop great leadership and people management practice.

An enhanced approach to leadership recruitment, talent identification and development so the right people with the right leadership behaviours as well as technical skills are recruited, supported and grown into roles.

What we hope you feel...

Our Engagement Indicator – I have trust and confidence in my leadership and management team.

We'll ask you this question in regular surveys so you can tell us how well we've embedded this across the organisation.



Actions in first 12 months

Some things you'll start to see (year one)...	What to expect...	Delivered together creating impact...						
		Engagement	Meaning & Impact	Wellbeing	Belonging	Positive Environment	Learning & Growth	Effective Leadership
Wellbeing Strategy	Supporting your health and wellbeing.	✓		✓		✓	✓	
Communication & Engagement Framework	Supporting communicating, engaging, having good discussions and listening to you.	✓	✓	✓	✓	✓		✓
Employee Network & Manager Network	Helping you to feel informed, confident to speak up, be heard and involved.	✓	✓	✓	✓	✓	✓	✓
Inclusion Networks Role Strengthened	Helping you to feel valued, respected, recognised and celebrated for the individual contributions that you bring.	✓		✓	✓	✓	✓	✓
Leadership Behaviour Framework	Driving strong, values led and inclusive leadership.	✓	✓	✓	✓	✓	✓	✓
STRIVE Values & 'Our Handshake'	Driving positive behaviour and values-based culture.	✓	✓	✓	✓	✓	✓	✓
New Leadership Programme	New leadership development programme that drives strong, values led and inclusive leadership behaviours and people management practice.	✓	✓	✓	✓	✓	✓	✓
Change Management Framework	Supporting change to be done well.	✓		✓	✓	✓		✓
Recognition Framework	Celebrating the great work that you do.	✓	✓	✓	✓	✓	✓	✓
Phase 1 of our Digital & Data Skills Academy	Developing capabilities to be positive disrupters and change the way we do things.	✓	✓			✓	✓	✓
Talent Strategy	Creating time to think, create, learn, grow and network.	✓		✓	✓	✓	✓	✓
Workforce / Succession Planning Framework	Addressing workforce challenges and supporting the progression of internal talent.	✓		✓	✓	✓	✓	✓
Early Opportunities Pipelines	Talent pipelines that recognises differences and supports a diverse range of people to join, grow and progress with us.	✓			✓		✓	
Career Pathways	Clear career pathways to support the progression of talent into key roles within the organisation.	✓	✓	✓	✓	✓	✓	
Coaching Programme and Mentoring Scheme enhanced	Helping you to fulfil your potential.	✓	✓	✓	✓	✓	✓	✓

#TEAMTAMESIDE

People Plan

Thriving through our People!