



Transport for  
Greater Manchester

# Diversity & Inclusion Strategy

# Introduction

Welcome to the Transport for Greater Manchester (TfGM) Diversity and Inclusion Strategy.

TfGM continually work to deliver a world class integrated transport network for Greater Manchester. In doing so, we strive to be recognised as an equality and diversity champion and leader. We are committed to promoting of equality, diversity and inclusion and this commitment underpins our organisation's vision and values and our activities as an employer, provider and commissioner of services.

The following strategy is linked to our people strategy and lays out how we will promote equality of opportunities for all and meet our legal obligations under the Equality Act 2010.

## Our Communities

### Greater Manchester in context

At the time of the 2011 census around 2.68 million people were recorded as living in Greater Manchester. Our region has a dynamic and increasingly diverse population. TfGM views this as an exciting environment in which to operate as well as understanding the challenges that this creates.

### Overview of our communities

#### Disability

- Over 20% of people living in Greater Manchester have a limiting long-term illness or disability.

#### Ethnic minorities

- 20.2% of all people in Greater Manchester are from ethnic minority groups, including the 'White Other' and 'Irish' categories (2011 Census).
- The largest ethnic minority groups in Greater Manchester are Pakistani (4.83%), White Other (2.6%), Indian (2.00%) and Irish (1.3%) (2011 Census).

#### Age

- About 13% of people in Greater Manchester are young people aged between 16-24 years (2011 Census).
- Over 20% of people in Greater Manchester are aged 60 and over (2011 Census).

## **Sex**

Men make up 49.4% and women make up 50.6% (2011 Census) of the population of Greater Manchester. Women are more likely than men to have responsibility for children and care of dependents. Significant numbers of women work unsocial hours or on a part-time basis. Their transport choices are informed by a range of things including the waiting environment; access to services; reliability; affordability (for dependents as well as themselves); safety and security (on and off vehicle); and vehicular accessibility to accommodate prams, buggies, wheelchairs and driver and passenger behaviour.

## **Religion or belief**

The profile of different religions/faiths in Greater Manchester is as follows (2011 Census):

- Christian 61.8%
- Buddhist 0.4%
- Hindu 0.9%
- Jewish 0.9%
- Muslim 8.7%
- Sikh 0.2%
- Other 0.3%
- No religion 20.8%
- Religion not stated 6.1%

## **Sexual Orientation**

No national accurate information is available for this protected characteristics. However estimates from the Lesbian and Gay Foundation Manchester puts the LGBT population of Greater Manchester to be between 5-7%.

## **The Equality Duty**

TfGM is committed to meeting requirements under the Equality Act 2010 to:

- Eliminate unlawful discrimination, harassment, victimisation and other forms of conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

TfGM has made tremendous progress in embedding equality, diversity and inclusion into the culture of this organisation. We need to continue making improvements and we will do this by a combination of identifying gaps in our service provisions and listening to stakeholders, including local businesses, local authorities, community groups and our service users.

In developing the work programme for 2018-2019, TfGM has taken account of the public sector guidance issued by EHRC. TfGM will follow the guidance as closely as possible and in some areas the guidance has been tailored to make it appropriate for TfGM.

TfGM's has identified 10 strategic objectives:

**a) Objectives for working with customers and partners (External).**

**Strategic objective 1** – To establish and maintain effective partnership working arrangements with key representative groups to ensure that they are fully engaged in the design and delivery of transport services and infrastructure.

**Strategic objective 2** - To put processes and practices in place that support and maintains community engagement.

**Strategic objective 3** - To introduce processes to clearly and accurately identify the protected characteristic demographics of the city region and to compare usage of public transport against those demographics.

**Strategic objective 4** – To introduce measures including targeted promotion to increase the usage of public transport of underrepresented protected characteristic groups.

**Strategic Objective 5** - To benchmark organisational diversity and inclusion performance against the best in class organisations.

**b) Objectives for TfGM (Internal)**

**Strategic objective 1** – To develop and maintain a comprehensive programme of training and awareness raising to ensure that all employees are aware of their personal and professional diversity and inclusion obligations.

**Strategic objective 2** - To build a truly inclusive organisational culture by reviewing current organisational processes and practices and by introducing appropriate improvements.

**Strategic objective 3** - To accurately identify the make-up of the current workforce by protected characteristics and to set out and deliver against a realistic and targeted plan to move towards a workforce that is representative of the communities we serve.

**Strategic objective 4** – To ensure TfGM complies with provision of the Equality Act 2010

**Strategic Objective 5** – To commission ongoing external benchmarking so that TfGM's progress can be compared with other external organisations and future actions can be developed within a continuous improvement framework.

The action plan below supports the 10 objectives listed above. The Action plan will be regularly reviewed and updated.

# Diversity & Inclusion Action Plan for 2018-2019

Strategic Headline	2018-2019 Actions	By when	By whom	Progress
<b>External focus</b>				
<b>Partnership Working</b>  <b>Strategic objective 1</b> – To establish effective partnership working arrangements with key representative groups to ensure that they are fully engaged in the design and delivery of transport services and infrastructure	Continue to establish and develop links with community groups so that they are engaged in the design and delivery of transport services and infrastructure	Ongoing	RR/MK	
	Continue to maintain partnership working with specialist interest groups like Henshaws so that TfGM can call up on their specialist knowledge as required	Ongoing	RR/MK	
<b>Community Engagement</b>  <b>Strategic objective 2</b> - To review current processes and practices that support community engagement (including the Disability Design Reference Group (DDRG)) and to introduce improvements	Review the representation on and the effectiveness of the Disability Design Reference Group	Mar 18	RR/MB	
	Ensure that the proposed customer panel has broad representation covering a range of protected characteristics	Jun 18	RR/MB	
	Consider targeted initiatives aimed at hard to reach groups	Sep 18	RR/MK	
<b>Customer Experience</b>  <b>Strategic objective 3</b> - To introduce processes to clearly and accurately identify the protected characteristic demographics of the city region and to compare usage of public transport against those demographics	Commission research to identify current public transport use by protected characteristics and identify areas where TfGM needs to take targeted action	July 18	RR	

<b>Promoting use of Public Transport</b>  <b>Strategic objective 4</b> – To introduce measures including targeted promotion to increase the usage of public transport of underrepresented protected characteristic groups.	Identify barriers which are preventing people from particular protected characteristics accessing TfGM services and facilities	Feb 18	RR	
	To put measures in place to remove barriers preventing particular communities accessing TfGM services and facilities	Feb 18	RR	
	Develop a campaign to promote public transport to targeted groups	Mar 18	RR	
<b>Benchmark</b>  <b>Strategic Objective 5</b> - To benchmark organisational diversity and inclusion performance against the best in class organisations.	To explore good practice elsewhere and to consider introducing such good practice if applicable	Ongoing	RR/MB/MK/DA	
<h2>Internal focus</h2>				
<b>Training and awareness raising</b>  <b>Strategic objective 1</b> – To introduce and maintain a comprehensive programme of training and awareness raising to ensure that all employees are aware of their personal and professional diversity and inclusion obligations.	To continue to deliver the D&I training for all new starters	Ongoing	MK	
	To continue to deliver the training for Bus Station Staff	Ongoing	MK/JM/SC/TH/WS	
	To develop, pilot and deliver a refresher training for all staff who have previously attended D&I training	Jul 18	MK/DA/JM	

	To organised 3 lunch time awareness sessions on one of the protected characteristics that has not been covered in the recent past	Throughout the year	MK	
	Consider introducing training for Managers on how to manage a diverse workforce	Mar 18	MK/DA	
	Continue to run sessions on how to complete an Equality Impact Analysis as required	Ongoing	MK	
<b>Develop an inclusive culture</b>  <b>Strategic objective 2</b> - To build a truly inclusive organisational culture by reviewing current organisational processes and practices and by introducing appropriate improvements.	Review the revised committee structure within TfGM and ensure that front page of committee report have equality implications section for designated committees	Jan 18	MK	
	Leadership team, at least, have one session on one of the away days so that they have an opportunity to contribute to development of future actions	Feb 18	MK/DA	
	Review current arrangements in place for dealing with bullying and harassment and make recommendations as necessary and implement those recommendations	Jan 18	MK/DA	
<b>Improve workforce diversity</b>  <b>Strategic objective 3</b> - To accurately identify the make-up of the current workforce by protected characteristics and to set out and deliver against a realistic and targeted plan to move towards a workforce that is representative of the communities we serve.	Continue to encourage current employees to complete the diversity monitoring section in SAP	Ongoing	MK/PG/DA	
	All new starters will have diversity monitoring information entered on SAP as part of the initial employment registration process	Ongoing	JS/LC/MK/JH	
	To analyse work force diversity annually and to use the information to inform future recruitment processes	Jan 18	MK	
	Consider setting aspirational targets for workforce diversity for all level/grades within TfGM to address under-representation	Jun 18	MK/DA	



	Continue to discriminate TfGM vacancy details to wide section of the communities in Greater Manchester to increase awareness and attract job applications from those communities	Ongoing	MK/JH	
	Continue to train all individuals who take part in recruitment and selection and maintain a list of approved recruiters	Ongoing	MK/JH	
	Develop a guaranteed interviews scheme for all disabled applicants meeting all essential person specification requirements for jobs with TfGM	Mar 18	MK	
	For entry level positions to consider the use of the Apprenticeship Scheme to try and recruit from a wide and diverse pool as possible.	Ongoing	MK/JM/JH	
	Display Disability Confident Employer on TfGM website and work to secure level 3 accreditation	Apr 18	MK	
	Promote TfGM as a potential employer with groups within Greater Manchester cover as many protected characteristics as possible	Ongoing	MK/JH/RR	
<b>Implement and monitor obligations under the Equality Act 2010</b>  <b>Strategic Objective 4</b> – To ensure that TfGM complies with the provision of the Equality Act 2010	To ensure all policies and procedures are compliant with provision of the Equality Act 2010	Ongoing	MK	
	To ensure that TfGM complies with the General and Specific Equality Duties of the Equality Act 2010	Ongoing	MK	
	To provide expertise with complaint resolution as required	Ongoing	MK	
	To provide expertise with development of specific projects as required	Ongoing	MK	
	To review TfGM’s accessibility design guide and to amend it in line with national guidance and local needs	Mar 18	MK/AC/RR	
<b>Benchmarking and Progression</b>  <b>Strategic objective 5</b> – To commission an initial and ongoing external benchmarking so that TfGM progress can be compared	Work with Centre for National Diversity to achieve best in class and secure support as TfGM progresses within the improvement framework of NCD	Ongoing	MK/DA/MB/RR	

with other external organisations and future actions can be developed within a continuous improvement framework	Implement the recommendations of the Benchmarking report	Ongoing	MK/DA/MB/RR	
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