

Inclusion and Equalities Strategy

Annual Report for 2022–23

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1. Introduction and objectives

As the public transport body for Greater Manchester, we want to create a transport network that is easy for everyone to use. July 2022 saw the launch of our new Inclusion and Equalities Strategy. This is the first Annual Report since the publication of the new strategy. It celebrates our successes over the first 12 months and shines a spotlight on some of the equalities activities across all our teams.

Why we're doing this

Following recommendations by the Independent Inequalities Commission (IIC) in March 2021, and a progress report in July 2022, we held an independent equalities audit by New Economics Foundation (NEF). The findings led to a new set of equality objectives, considering **our role as a Transport Provider, an Anchor Institution and an Employer**. We worked together across the organisation to develop these, along with an action plan to help make them happen. Twelve months on, we've reviewed these objectives and actions and they will guide our direction for the coming year.



Here are our objectives:

Transport Provider

1. Fully understand Greater Manchester people and places, existing inequalities and evidence-based decision making, including intersectionality, and apply that understanding in everything we do.
2. Enable diverse communities to co-design, shape and influence the Greater Manchester transport system, including addressing barriers to participation.
3. Actively seek to address systemic transport inequalities and maximise the opportunity through the implementation of bus reform to deliver an inclusive and accessible transport network.
4. Embed shared learning and maximise relationships and cross-sectoral partnership working through the Greater Manchester system.

Anchor Institution

5. Use all opportunities to tackle inequalities and support equality outcomes through our organisational policies and procedures, including ensuring consistent and meaningful benchmarking and monitoring.
6. Maximise our role within the Greater Manchester civic institution to enable Greater Manchester Strategy priorities.

Employer

7. Empower our workforce to have a voice and provide opportunities to inform policy.
8. Continue to improve the quality of data we hold to understand the diversity of our workforce.
9. Seek to embed an inclusive culture within the organisation that welcomes and encourages a diverse workforce from across Greater Manchester communities.



Who is responsible for action?

We brought together some of our senior people from different teams to create a group called the Inequalities Steering Group (ISG). The members of this group make sure each team carries out their equality actions.

In this first year of the Strategy, ISG set out its scope and ways of working. The group members have taken steps to make sure we consider inclusion and equality in everything we do. This has helped to build strong foundations. We are tracking and measuring our progress through quarterly reporting to make sure we are working towards our objectives.

What is covered in this report?

This report shows what we've done so far. It is structured into the following sections:

- Understanding our diverse Greater Manchester communities
- Spotlights – highlighting example projects, from the voices of those closely involved and covering:
 - Refreshing our Disability Design Reference Group
 - Commitment to tackling violence against women and girls
 - Working together to improve customer information
 - Strengthening our work experience offer
 - Launch of a new staff network – the Rainbow Network
 - Removing barriers to help communities become more active
- A snapshot of wider activities supporting our impact as a Transport Provider, Anchor Institution and Employer
- Closing summary



2. Greater Manchester's diverse communities

Greater Manchester has a diverse population. We continually gather data and insight to improve our understanding of our different communities and their travel patterns.

As a public authority, we have equality responsibilities under The Public Sector Equality Duty. The Equality Act 2010 lists nine characteristics that are protected under the duty: age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex and sexual orientation. To help us to advance equality and end discrimination, we assess the impact of our work on these protected groups.

As good practice, we also consider socio-economic status within our Equality Impact Assessments. We went on to adopt the Socio-Economic Duty in August 2022 strengthening our commitment to tackling poverty across Greater Manchester.

Here we set out a summary of our diverse communities and their travel patterns, for each protected group.

Headline summary based on 2021 Census and ACORN 2022:

Greater Manchester's population is 2.8m

Sex – 51% of Greater Manchester residents are female, 49% are male.

Gender identity – 0.1% of the population are trans men, 0.1% are trans women and non-binary and all other gender identities equal 0.1%.

Ethnicity – 29% of Greater Manchester residents are from Black, Asian and minority ethnic communities. At least 91 different languages were spoken as a main language in Greater Manchester in 2021.

Disability – 24% of Greater Manchester's population have identified themselves as being disabled.

Age – almost 15% of Greater Manchester's population is aged 65 or over, and 32% is under 25.

Faith/Belief – 47% of Greater Manchester residents describe their religion/belief as Christian. The second largest group is Muslim, with 13%. 1% are Hindu, 1% are Jewish, and 32% identified as having no religion.

Sexual orientation – Around 3% of Greater Manchester residents identify as lesbian, gay or bisexual.

Socio-economic status – 53% of Greater Manchester residents are in the 'Financially Stretched' or 'Urban Adversity' ACORN categories.

Gender



Transport planning is focused on standard point to point travel patterns which are more likely to be undertaken by men, but Invisible Women has shown that women are more likely to trip-chain and twice as likely as men to drop off or pick up children on their commute.

(Source: Access and Inclusion 2020; Invisible Women, Caroline Criado Perez 2019)



Security is a key issue; women are less satisfied than men with their personal security when getting to, waiting for, and travelling on all modes of public transport at night.

(Source: TfGM Network Principles Survey 2023)



Similarly, women have more activities and destinations to get to than men, and women are making about 7% more trips per weekday than men. Proportionally, of all the trips women make, they're more likely to walk or catch the bus, and are less likely to drive.

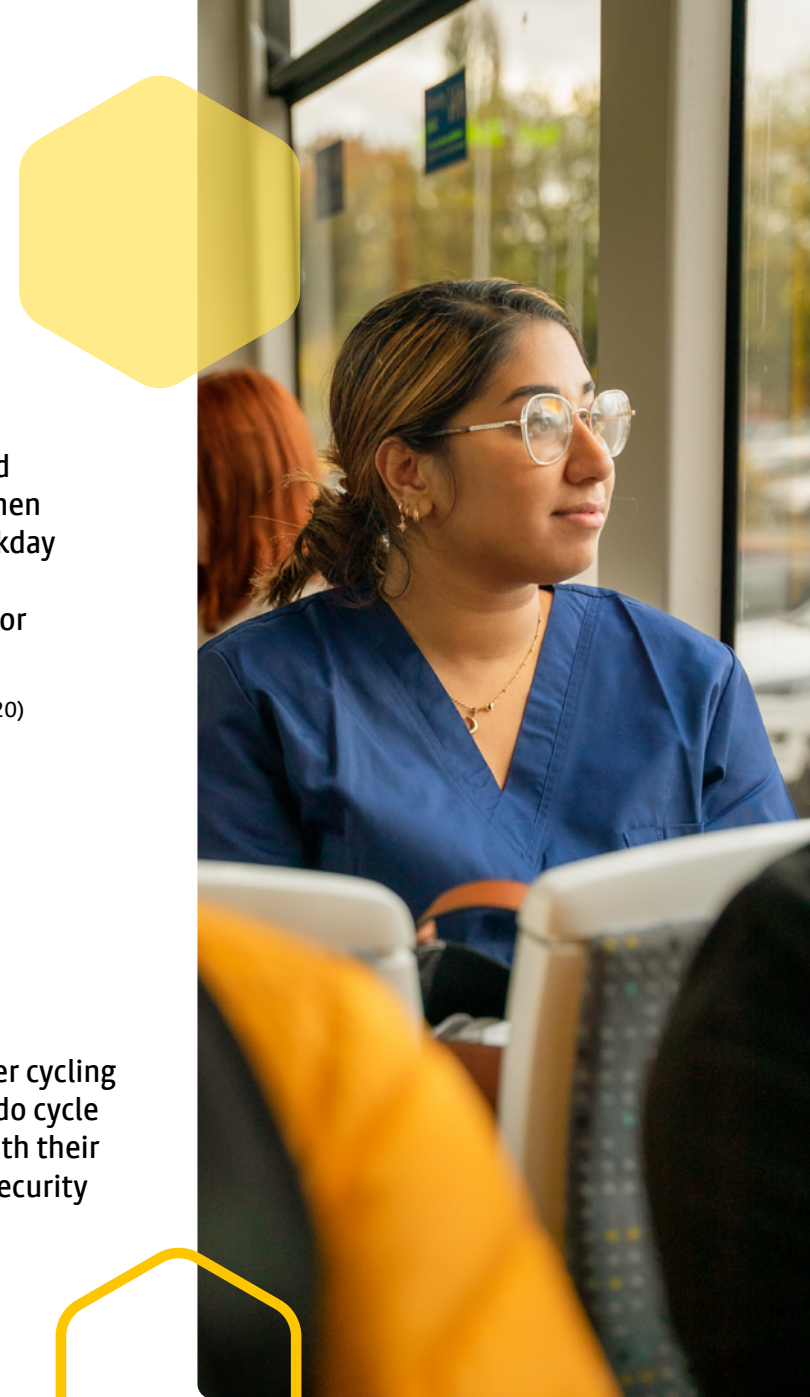
(Source: TfGM TRADS Survey 2022, Access and Inclusion 2020)



Less than a quarter of Greater Manchester cycling trips are made by women*. Women who do cycle are less likely than men to be satisfied with their personal safety from traffic or personal security whilst cycling at night.**

*(Source: TfGM Network Principles Survey 2021)

** (Source: TfGM Network Principles Survey 2023)



Religion



47% of Greater Manchester's population gave their religion as Christian at the last census, 32% stated they had no religion.

(Source: Census 2021)



Only 6% of those for whom accessing a place of worship was an important activity reported any difficulty getting there.

(Source: Access and Inclusion 2020)



13% of the Greater Manchester population are Muslim, with a third of Greater Manchester's Muslim population living in Manchester and above average populations in Oldham, Rochdale and Bolton. Bury and Salford have the largest Jewish population in Greater Manchester. Therefore, it is important to understand the religious diversity of each borough when considering policy implications.

(Source: Census 2021)



Disability



A quarter of Greater Manchester residents had some level of disability, or long-term limiting condition, at the last census. The areas with the highest percentage of residents who reported their day-to-day activities were limited a lot, were Tameside, Wigan, Salford and Rochdale.

(Source: Census 2021)



Disabled people in Greater Manchester are less likely than those without a disability or long-standing health condition to have access to a car. People with a communication or sensory impairment, learning disability or cognitive impairment, or mental health difficulties are more likely than those with no disability to travel by bus. Those with a disability or long-standing health condition are also more likely to travel by taxi.

(Source: TfGM TRADS Survey 2022)



Fewer than 50% of the 96 stations across Greater Manchester are fully accessible.

(Source: GM Rail Station Accessibility Strategy)



Disabled respondents to our research have shown lower than average satisfaction with several aspects of their journeys on public transport, notably personal security on all modes and ease of boarding and alighting from trains and buses.

(Network Principles 2021)



The British Sign Language (BSL) Act 2022 legally recognises BSL as a language of England, Scotland and Wales.

Ethnicity



Department for Transport data from 2019 showed that on average black people travelled 2,800 fewer miles compared to white people.

(Source: National Travel Survey 2019)



Greater Manchester residents from ethnic minority backgrounds are slightly less likely than white British residents to have access to a car, 22% and 19% respectively don't have access to a car in their household.

(Source: TfGM TRADS Survey 2022)



Within Greater Manchester, people from mixed, or Black/Black British backgrounds are disproportionately more likely to travel by bus than people from other ethnic backgrounds.

(Source: TfGM TRADS Survey 2022)



Manchester had the most ethnically diverse population of any of the Greater Manchester districts in the 2021 census, with 51.3% of residents from an ethnic minority. Oldham and Bolton are the next most ethnically diverse.

(Source: Census 2021)



The Census shows that at least 91 different languages were spoken as a main language in Greater Manchester in 2021, with 42 of these languages having more than a thousand speakers.

(Source: Census 2021)



Bolton had the largest population of Asian residents from an Indian background in Greater Manchester. Wigan had the largest White British population in Greater Manchester. Oldham has the largest number of residents from a Bangladeshi background in Greater Manchester.

(Source: Census 2021)

Age



Greater Manchester's population is younger than the national average. 20% of the population is aged 0-15 and 15% are aged over 65. Manchester has a considerably younger population, with 91% of residents under age 65, whilst Stockport and Wigan have older populations. Oldham has the highest proportion of 0-15 year olds across Greater Manchester, and Wigan has the lowest.

(Source: Census 2021)



Younger people in Greater Manchester, especially those under the age of 19, are more likely than average to be making bus trips 5 or more days a week.

(Source: TfGM TRADS Survey 2022)



The Department for Transport walking speed used to time pedestrian crossings is 1.2m/s, but fewer than 12% of people aged over 65 can walk that fast.

(Source: DfT 2019)



A quarter of Greater Manchester residents aged 65 and over travel by bus, at least weekly.

(Source: TfGM TRADS Survey 2022)



Socio-economic status



In Greater Manchester, residents in the 'Urban Adversity' ACORN category (generally the lowest income category), are more likely than average to be bus users.

(Source: TfGM TRADS Survey 2022)

Sexuality



Within Greater Manchester, the 2021 Census shows that 89.3% of the population are heterosexual, 2% are gay or lesbian and 1.4% are bisexual.

(Source: Census 2021)



3. Spotlights

Refreshing our Disability Design Reference Group (DDRG)

Role of the DDRG

The DDRG is a TfGM advisory group made up of individuals in a paid role with a range of different disabilities to assist us in designing an integrated, accessible public and active travel network. The DDRG provide advice based on their own lived experience of disability to contribute to policy and service design as well as physical infrastructure projects.

Greater Manchester is on a journey to delivering a joined-up, sustainable and inclusive transport system which supports safe, seamless and affordable end-to-end journeys across public transport and active travel – the Bee Network. DDRG has been fundamental in the journey of Greater Manchester’s transport system so far. As we move ahead with the next phase of the Bee Network through bus franchising, as well as the continued focus on inclusive and accessible active travel and public transport infrastructure, they will continue to be so. By embedding lived experience in the Bee Network’s design and delivery, and providing a meaningful platform

for feedback and suggestions from individuals who are dealing with barriers on the transport system day-to-day, we can actively tackle inequalities for disabled people and work towards a better system for all users.

Membership refresh

We’ve recently refreshed the membership of DDRG to ensure we have good representation both in terms of demographics and from across Greater Manchester. We are delighted that five of the previous panel members have been re-recruited as part of this refresh and will continue to bring their valuable expertise, along with nine new members representing a diverse range of lived experience.

With the first locally controlled bus services now launched, alongside wide-ranging infrastructure developments for both active travel and public transport, the DDRG and its refreshed membership will play a vital role in using its Greater Manchester voice to help design an inclusive Bee Network for the region.

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To be a member of the cohesive DDRG group and part of the critical eye at this stage in the development and expansion of the Bee Network is very exciting.

Lynda (DDRG Member)

The disability rights movement coined the phrase “nothing about us without us” which is as relevant today as it was when we were campaigning for the Disability Discrimination Act in the 1990s. Therefore, it is really great that Transport for Greater Manchester involves disabled people in the development and the running of public transport across Greater Manchester so that everyone can live with independence in the city.

Toby (DDRG Member)

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Establishing the new group

The first formal meeting of the DDRG took place at the end of September 2023, following a period of training for new members provided by Breakthrough UK who co-ordinate the panel on our behalf. The sessions are hybrid so that members can meet in person at our accessible office in Manchester or they can choose to join remotely with all access requirements taken into consideration.

The training gave members a chance to meet each other, learn more about TfGM and to understand the Social Model of Disability which is the understanding that disability is something that is created by society.

Agenda items at the first formal meeting included a discussion on using a variety of mobility aids on trams, enhancements planned for Salford Central Rail Station and a collaborative discussion between DDRG members and TfGM Officers on future agenda items.

In addition to attending four formal quarterly meetings a year, DDRG members are asked to contribute to 'task and finish' opportunities around specific requirements which may be in-person and/or site visits, planning and reviewing sessions, joining other meetings or reviewing and inputting into documents and communications as helpful.

We're excited to see what 2023/24 has in store for DDRG and the valued contributions towards helping us to deliver the Bee Network.

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We are a diverse group of individuals with our own experiences of using public transport - experiences we are able to share with TfGM as we develop the Bee Network. We are well supported by Breakthrough and TfGM who provide training that enables us to have our voices heard. Managers listen to our ideas and welcome suggestions. We are making a difference.

Willie (DDRG Member)

Being part of the DDRG enables me to gain a deeper insight into some of the barriers faced by individuals when interacting with public transport, the surrounding environments and how these barriers can be overcome; with the assistance of the innovative and insightful contributions being made by the DDRG to TfGM we can support TfGM to continue to build upon and further develop a sustainable northern world class network which is inclusive for all.

Chiara (DDRG Member)

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Commitment to tackling violence against women and girls

Becoming White Ribbon Accredited

Greater Manchester is home to over 1.4 million women and girls. We know how important a safe, reliable transport network is to support women and girls to achieve gender equality – connecting them to their families, friends, work, education, training, and leisure.

Safety is a key element of any inclusive and accessible integrated transport network. In our Destination: Bee Network Public Conversation (2021) – Greater Manchester-wide engagement which gathered feedback from over 5000 residents – women's safety was frequently raised as a priority. Over half (54%) of all respondents reported they avoided making journeys because they do not feel safe, rising to 57% for cis and trans women.

To demonstrate our commitment to ending gender-based violence across Greater Manchester's transport network, TfGM became a White Ribbon Accredited organisation in October 2022. This supports the UK's leading charity in this area, White Ribbon UK, as they encourage men and boys to end violence against women and girls.

Community voices informing change

TfGM has developed a three-year action plan setting out the steps we'll take to help end gender-based violence through our colleagues, policies, day-to-day work and role within the Greater Manchester community.

To help inform this action plan, a total of 12 engagement workshops were held between November 2022 and February 2023. The workshops explored people's experiences of safety on the transport network alongside the practical steps TfGM can take to enable men and boys to promote genuine change and help end gender-based violence.



Collaborative working with partner organisations including the LGBT Foundation, Stroke Association and Youth Focus North West, supported the delivery of the engagement sessions, where we heard from a diverse range of women, men, LGBTQIA+, and disabled people about their experiences of safety when travelling on the transport network.

A total of 97 people attended the engagement sessions – their views of safety on the transport network are pivotal to designing and delivering a system which is accessible and inclusive for all Greater Manchester citizens and communities. The feedback has helped inform our White Ribbon action plan so we can take further steps to help prevent gender-based violence against women and girls.

People told us they want to see more:

- **Communications** that help raise awareness of unacceptable behaviours, promotion of reporting mechanisms and how to be an active bystander.
- **Awareness from front line colleagues** of how to support women and girls travelling on the network.
- **Engagement with children and young people** so they have a stronger understanding of gender-based violence.

Over the next three years, we're committing to:

- Improving our communications around safety and reporting mechanisms, including a transport focused gender-based violence campaign tackling sexual harassment behaviours, providing guidance for bystanders to support in a safe and non-confrontational way and promoting Greater Manchester Police's LiveChat reporting service.

- Working with Greater Manchester partners to ensure a joined-up approach to tackling gender-based violence in Greater Manchester's transport network, this includes:
 - Working in partnership with Freedom Personal Safety to deliver Bystander Intervention training to our Bus Station Managers
 - Committing to the standards outlined in the charter Manchester City Council's Women's Night-time Safety Charter to improve the safety for all women in the night-time economy.
- Embedding awareness of White Ribbon in our work with the community, schools and colleges and with children and young people.
- Reviewing our internal policies and procedures to ensure our position on gender-based violence is reflected accurately within them.

To find out more and stay updated about our White Ribbon activity visit our [dedicated webpage](#).

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It was amazing to have a space for people to communicate and share concerns, it felt really validating and really productive and I'm sure I'm not alone in being excited to hear what comes from this work.

A Safer Transport Network: workshop for LGBTQ+ communities' participant.

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Working together to improve customer information

Shaping customer travel information that works well for everyone

As we begin to roll out the new Bee Network brand across Greater Manchester's transport network, we wanted to maximise the opportunity to ensure we are providing customer information that works well for everyone. We brought together teams from across TfGM to capture feedback about a range of customer information that was under review, including: printed customer information, bus station directional signage, digital and audio travel information, the new Bee Network App and the TfGM website. Our focus was on reaching out to specific groups with lived experience of barriers to accessing customer travel information, and whose views we want to amplify to ensure the Bee Network is inclusive and accessible.

A collaborative approach

One of our aims for this project was to set out a best practice approach to targeted engagement activities – giving groups the opportunity to work collaboratively with us to inform project development and decision making.

There were two strands to the engagement activities:

- Small **collaborative working groups** assembled for this project – with the aim of establishing an informed, continual conversation around the various topics.
- Attendance at wider **equality group meetings** – to gain a broader range of perspectives from targeted groups.

We held three rounds of collaborative meetings (in February, March and May 2023). Groups were made up of members from our Disability Design Reference Group (DDRG) alongside other individuals with a range of different lived experience of disability, including dementia, neurodivergence, blind and visual impairment, d/Deaf and hearing impairment, wheelchair user and dual sensory impairment. These small collaborative working groups were set up at the start of the process, meaning participants were able to comment on the proposals at an early stage, mid-way, and also later in the course of the project. We also attended meetings to obtain feedback from the following equality groups: Manchester Deaf Centre, Salford Deaf Community, GM Youth Network, GM Youth Combined Authority, GM Travel Training Forum, GM Race Equality Panel, GM Older People's Network (Transport subgroup).



We Mancunians are immensely proud of our city and, to be part of a scheme to enhance the place for ALL and visitors, too, is simply wonderful.

Participant of Customer Information collaborative group

It was great to be able to engage with a wide range of participants from the community, and gave me a much better understanding of the challenges many of them face each day - in navigating the transport system, and more generally. This will help me to have a more empathetic view when making business decisions going forward. Very useful feedback was gained throughout the entire process that allowed us to make meaningful changes to designs, layout, colour schemes and content of our designs and processes in order to make them more accessible.

TfGM colleague



Authentic conversations with diverse communities

The benefit of bringing together a number of TfGM projects under the umbrella of Customer Information was that TfGM colleagues could easily share knowledge and learning - collectively, we were able to capture insight and common issues that were applicable across the different topics. This also aimed to reduce the need for participants to repeat their feedback to multiple teams on separate occasions.

The chance to meet throughout the process meant that we were able to have a meaningful and informed conversation. Participants came along to sessions with some background knowledge and ideas, shared good practice examples with us and got a chance to see things progressing and to follow up on previous discussions.

It was really rewarding to see the shared enthusiasm and commitment from our TfGM colleagues and engagement participants. Feedback from those who attended indicated that they felt listened to and that they appreciated the two-way conversation and openness of TfGM colleagues. By closing the feedback loop with a project update, participants were able to see that we listen to and value their input and that it will help to shape a more inclusive transport network to benefit diverse communities across Greater Manchester. The feedback from these collaborative sessions has gone on to inform the design of the customer information now being delivered across the Bee Network. Participants have made further contributions to the launch of the Bee Network app and testing of on-stop passenger information displays and are continuing to be involved as other projects progress and benefit from their perspectives.



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Staff were open to hear difficulties experienced and also were keen to debate possible remedies rather than being prescriptive. ...I feel and believe, we have experienced how collaborative planning can be an enormous benefit if we are open to negotiation, learning and candour.

Participant of Customer Info collaborative group

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Strengthening our work experience offer

As a Greater Manchester anchor institution, an organisation that has an important local presence and influence, we have a significant role to play in driving forward social value – which is a way to measure the impact of an organisation’s work on the well-being of individuals and communities. We can address this through procurement and our supply chain but also within our own organisation.

One of the ways we can do this is to support and upskill young people from different backgrounds across the city region through providing high quality, meaningful work experience, in various forms.

This creates opportunities for young people to explore career options with TfGM while developing employability skills as well as enabling us to be an employer of choice, attracting new talent for future skills.

Work experience can have a huge impact on young people’s lives – research from the Education and Employers Taskforce shows that a young person who has four or more encounters with an employer is 86% less likely to be unemployed or not in education or training and can earn up to 22% more during their career. (Mann, A. et al. (2017) Contemporary Transitions: Young people reflect on life after secondary school and college).

Work experience also presented us with an opportunity to address business priorities. As part of our Inclusion and Equalities Strategy, we are committed to having a workforce that reflects the communities we serve. This is a long-term objective, and we aim to target work experience opportunities at demographic groups which are currently under-represented in our organisation.

The aim is that by working with young people and giving them an insight into the myriad of career opportunities at TfGM we are building a future pipeline of talent and providing the building blocks for the workforce of the future.

As part of our strengthened work experience offer coming out of the pandemic we:

- Undertook extensive research into potential strategic partners
- Spoke to a number of private and public sector organisations about their approach to work experience such as Bruntwood and Greater Manchester Combined Authority
- Created a toolkit for TfGM colleagues with clear guidance (launched July 2023)
- Aimed to align work experience with under-represented groups
- Created an Expression of Interest Form for colleagues to manage enquiries
- Started capturing demographic data (where possible) on placements
- Implemented reporting to showcase the impact of work experience placements including demographic data plus reviewing our strategic partners.

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Following the nature of such offerings being on hold due to Covid-19, it’s really important that we now support the young people of Greater Manchester where possible through invaluable work experience, whilst developing the key social value work at TfGM

TfGM HR Business Partner

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Launch of a new staff network – the Rainbow Network

Over the past six months we have been seeking ways to improve our colleague experience with particular focus on colleague Equalities, Diversity and Inclusion (ED&I). As one of our first steps to driving this forward, we have introduced the Rainbow Network which is led by our colleagues themselves.

The TfGM Rainbow Network has been set up as a dynamic and inclusive network especially crafted by and for employees who identify as Lesbian, Gay, Bi, Trans, Queer, Questioning, Intersex, Ace+, or as allies of the LGBTQIA+ community. The launch of the network has been spearheaded internally by Richard Rowe, working with the People team.

Our aims and ambition for this network are:

1. **Empower and educate:** We strive to provide a platform for learning, sharing, and understanding diverse LGBTQIA+ experiences through workshops, seminars, and guest speakers. By promoting awareness and empathy, we contribute to a more inclusive work culture.
2. **Advocacy:** The TfGM Rainbow Network actively engages in discussions and collaborations to ensure that LGBTQIA+ colleagues feel heard and represented. We will advocate for positive changes that support an equitable environment for all.
3. **Support and mentoring:** We believe in the strength of unity. Through mentorship and peer support, we aim to ensure that every member of the TfGM family knows they have a safe space to seek guidance, share their experiences, and find a network of allies.



4. **Community engagement:** Beyond the walls of our organisation, we extend our reach to the wider LGBTQIA+ community. Through participating in local Pride events, outreach programs, and partnerships, we aim to demonstrate our commitment to inclusivity beyond our workplace and within the communities that we support.

In addition to this we also want to celebrate people's differences and celebrate things which unite us all bringing together colleagues from all walks of life. The Rainbow Network had its first social event in September 2023 which was in partnership with colleagues from the Greater Manchester Combined Authority and Greater Manchester Fire & Rescue service and aimed to be the first of many.

Driving meaningful change

We want to craft these networks to be a place that supports TfGM to drive real meaningful change and are proud that the Rainbow Network has helped us introduce the use of pronouns on email signatures and Teams for those colleagues who wish to do so. We are confident that this will be the first change of many more to come from this and other networks and are excited to see further positive impacts.

Future groups and next steps

As an organisation our ambition is to have more colleague network groups within the next 12 months for areas which are driven by what our colleagues want. We will be doing some further engagement with colleagues in the coming months to understand more about their experiences, what they'd like to see, what colleague networks are important to them and those that would be interested in taking a lead role.

We are also currently in the process of setting our 'Colleague Strategic EDI Plan' in conjunction with the leadership team and our Non-Executive Directors through our People Committee.



Removing barriers to help communities become more active

In 2020 TfGM were awarded £1,000,000 by the London Marathon Foundation to deliver the Cycle and Stride for Active Lives programme until September 2024. Referred to as Cycle & Stride, the programme reaches out to those who experience barriers to walking, cycling, and wheeling across Greater Manchester. There is a particular focus on women, children, diverse ethnic backgrounds, people who are physically inactive, and those from lower socio-economic backgrounds.

As of Autumn 2023, 65 community groups – including schools, churches, charities, community radio stations, and grass-roots organisations – have been involved in the project. Groups are provided with a grant and complementary behaviour change activities to support their activities and help to create long term equal opportunities to access physical activity within their community.

Complementary behaviour change activities

Leaders' Programme ensures community leaders are equipped with the relevant tools to develop skills that will help their charity, group or social enterprise. To date, 15 group workshops have been delivered covering two main topic areas: developing your social enterprise, organisation and funding; and outreach, PR, and marketing. After workshops, individual tailored 1-2-1 mentoring sessions took place for those that wanted them.

Training group leaders and active travel champions contributes to the aim of delivering 300 walks and rides by the end of the programme. To enable this, training has been provided on: walk leader training provided by Living Streets & Your Trust Rochdale; ride leader training provided by National Cycling Academy; run leadership course provided by England Athletics; bespoke cycle maintenance training and learn to ride courses sessions provided by a variety of Greater Manchester organisations.

Community roadshows and events are offered to individual Cycle & Stride groups. These individual events form part of a wider community roadshow, delivered by a third-party supplier.



Case study – Tameside Women’s Community Cycling Group (TWCCG)

The aim of TWCCG’s project is to break down barriers to cycling and increase participation with learn to cycle, social rides and bike maintenance workshops. It is for women living in the Tameside area who are predominantly, but not exclusively, from ethnic minority groups and low socio-economic backgrounds.

Project overview from TWCCG

We want to redress the gender imbalance and lack of diversity in cycling and tackle health inequalities by increasing physical activity, making social connections in the community, improving physical and mental health and wellbeing.

With the funding received from the Cycle & Stride project, we purchased bikes and helmets for the group, paid for various running costs and acquired a cycle mechanic qualification. We have also received fantastic skills support and training from The Cycle and Stride leaders’ programme. The funding enabled the group to successfully deliver “learn to cycle” and “build cycling confidence” lessons, organised social rides and bike maintenance workshops. We have provided opportunities and supported women to get back into cycling, take part in organised social rides and participate in bike maintenance lessons.

We are particularly proud of all the participants, especially those who wanted to learn to cycle for the first time having not had the opportunity to learn as a child because of cultural norms or no access to bikes. They particularly enjoyed attending events taught by women.

We are collaborating with Ashton Central Mosque and Rehna Yaseen, Ashton Community Project Lead, to provide a culturally sensitive approach to engage greater participation of women from South Asian communities.

We are working in partnership promoting TWCCG projects and engaging with women to increase participation in various local community services in the Tameside area. These are: Broadoak and Smallshaw Community Centre, Friends of King George V Playing Fields and Waterloo Park Centre.

Overall we feel incredibly fortunate to have the support of the Cycle and Stride project, and are looking forward to continuing with the project to empower more women to start cycling and build cycling confidence.



4. Our impact as a Transport Provider, Anchor Institution and Employer

Whilst the Spotlight stories highlight some key activities, TfGM has been a hive of activity over the past 12 months with many other pieces of work to help advance inclusion and equalities. In line with our objectives as a Transport Provider, Anchor Institution and Employer we have...

Worked with a range of groups including GM Youth Network, Trafford Poverty Truth Commission, LGBT Foundation, Race Equality Panel and our Disability Design Reference Group to develop a set of **Customer Commitments for the Bee Network**.

Developed a new accessible **Bee Network app** with input from users with a range of disabilities. Alongside launching our new Bee Network website with accessibility at its heart.

Launched a **Model of Community Engagement** – setting out best practice principles and practical guidance on the planning and delivery of engagement activity for infrastructure projects.

Gathered feedback from disabled customers on elements of bus franchising – including the **new Bee Network brand and the layout of the new buses** – which will inform the development of a more inclusive travel network.

Been reviewing our **application process for disabled people's concessionary passes**. Worked with disabled people and representative groups to understand what the barriers were and to make the process simpler.

Launched a **Business Engagement Strategy** – bringing the business voice to the Bee Network and supporting our role in delivering sustainable economic growth.

Invited **Greater Manchester Youth Combined Authority to present their transport survey findings to our Inequalities Steering Group** and explore where they can work together with TfGM to address its recommendations.

Launched a **new survey for businesses**, to understand how they feel about the current public transport and active travel network in Greater Manchester and where there are opportunities and challenges for businesses choosing sustainable travel.

Undertaken an **older people's concessionary pass survey** to understand the drop in usage since Covid-19, and to inform the development of Greater Manchester Age Friendly Strategy.

Continued to diversify the range of influencers who are engaged with TfGM communications campaigns to **better represent Greater Manchester's communities in media and adverts.**

Developed **new intelligence tools** to help us build a better picture of the **10 localities within Greater Manchester** and our interfaces with them.

Delivered **disability awareness training** to frontline teams responsible for implementing our **Accessible Travel Policy.**

Carried out analysis of perceptions and satisfaction from **2022 surveys** including **analysis against protected characteristics.**

Progressed the development of a new **Social Value Strategic Plan.**

Improved collection of demographic data for staff and recruitment, to better understand where targeted actions are needed to ensure our workforce reflects the diverse Greater Manchester communities we serve.

5. Closing summary

Strong foundations

The first 12 months of the Inclusion and Equalities Strategy have laid the groundwork through strengthening our data collection and analysis, as well as increasing the prominence and understanding of equalities considerations throughout the organisation. From these strong foundations, we can continue to build robust mechanisms to actively plan, deliver and monitor against our impact as a Transport Provider, an Anchor Institution and an Employer.

Improved participation

This report sets out the progress and improvements we have made to the way we involve our communities and seek to advance equality, eliminate discrimination and foster good relations within our city region. We are working hard to bring lived experience and collaboration into project planning and delivery to ensure that the Bee Network reflects the needs of the diverse communities it serves, not only through infrastructure delivery but also service design and delivery. These ways of working contribute to TfGM becoming a more people centred and collaborative organisation. This also applies to our approach as an employer and embedding lived experience and an inclusive culture internally to inform organisational policies and procedures.

Refreshed objectives

The Strategy's objectives still hold strong and continue to act as the guiding principles for what we strive to achieve. The spotlight stories in this first annual report show how we have begun to deliver on these objectives. There is more to do – and the work to refresh the detailed supporting actions, and continuing to strengthen our data and evidence, will be key to driving forward the Strategy through 2024 and beyond. We will also continue to respond to wider Greater Manchester strategic requirements as part of the ongoing approach.

