

Action Number	Action	Alignment with Core Values	By When	Action Owner	Supported by	Progress Update	Activity undertaken	SMT/DAG Rep	RAG Status	Review status
Priority 1 - Establishing a framework of equality impact assessments across TFN and building associated employee/supplier awareness of diversity and inclusion										
4	Ensure that the results and findings of equality impact assessments form a core element of all TFN Business Cases.	Financial Acumen Ensure Accountability Instil Trust	Q2 FY2023/24	Strategy, Analysis & Communications Director	Head of Policy, Strategy & Economic Advice	13/10/22 JB Ongoing: Complete - both TRSE and distributional impacts tool embedded in TFN Analytical Framework and available for use	TRSE work completed and public launch held in September 2022.	RD	A	Any update in the STP2?
5	Ensure that the results and findings of equality impact assessments are readily accessible to all employees.	Collaborate Ensure Accountability Instil Trust	Q4 FY2023/24	Principal Media & Communications Officer	Head of Policy, Strategy & Economic Advice	13/3/23 - updated from FY 2021/22 to 2023/24		RD/SH	A	
6	On-going guidance, training and support provided to TFN Officers on EIA's (where required).	Collaborate	Q4 FY2023/24	Senior OD Business Partner				SH	A	
7	Ensure all employee-facing materials are fully accessible	Collaborate Instil Trust	Q2 FY2023/24. Moved to Q3 as dependant on Training being sourced	Principal Media & Communications Officer		SR & LC discussed, we have reworded the Action in the enhanced version of the AP. Training is being sourced, as per training		MG	G	
11	Deliver a plan of team engagements to prepare team leaders for the role of diversity in 23/24 business planning process.	Collaborate Innovate	End of Q3 FY2023/24	SMT	Finance Director		To be scoped out by D&I group	SH	A	
13	Research and set relevant performance targets and outcomes for commissioned and procured services.	Innovate Ensure Accountability	Q3 FY2023/24	Procurement Manager				SH	R	
14	Consider the development and implementation of Social value framework to enable the social value of contracts to be measured.	Innovate Financial Acumen	Q4 FY2023/24	Procurement Manager		30/06/21 SM:I am keen to understand if the implementation of a social value framework would be of benefit to TFN and who would or how it would be use it? LC: Other evidence supplied in email needs to be reviewed		SH	R	
Priority 2 - Career progression, including the continuation to support and develop our people										
18	Undertake an annual audit of TFN's performance against the Equality Framework for Local Government to identify on-going areas for development/continuous improvement for future years' D&I Action Plans.	Ensure Accountability Instil Trust	Q4 FY2023/24	HRBP	Head of HR	20/04/23: Completed for 2022/23. No additional actions required in terms of the current Action		SH	G	
29	Ensure that suitable questions around diversity and inclusion within TFN form an element of TFN's next Employee Engagement Survey and associated next TeamTFN Action Plan.	Ensure Accountability	Q2 FY2023/24	Head of HR	Senior OD Business Partner	30/11/2021 SR: this item is currently being worked through. 13/3/23 Next		SH	A	
32	EIA results for new and revised people policies to be retained by the HR Team for auditing purposes	Ensure Accountability	Q4 2023/24	Head of HR	Senior OD Business Partner	04/08/21: Change timeline to TBC, as awaiting production of Equality Impact 15/3/23 - moved back following pay review including testing for the new policy		SH	A	
33	TFN to complete and publish the result of an Equal Pay Audit and continue to carry this out on a biennial basis.	Ensure Accountability Instil Trust	Q1 2024/25	HRBP	Head of HR			SH	A	
42	Recent Diversity and Inclusion Audit recommended a stand-alone D&I page on internet	Collaborate Innovate Financial Acumen Ensure Accountability Instil Trust	Q1 FY 2023/24	Head of HR	Head of Stakeholder Engagement & Communications			SH	A	

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1	Ensure we regularly communicate (internally and externally) how TfN's leaders are continuing to show a commitment to and understanding of diversity and inequalities aligned to our key strategic aims.	Ensure Accountability Instil Trust	On-going	Principal Media & Communications Officer	OBT/SMT			SH/MG	G
2	Progress in terms of the delivery of TfN's Annual Diversity Action Plan to be reported to SMT/OBT on a quarterly basis.	Collaborate Ensure Accountability	On-going	D&I Group Members	OBT/SMT			CY (Chair of SMT)	G
12	TfN to ensure decisions around budget and savings have taken account of cumulative impact on all areas of the community.	Financial Acumen	Q4 FY2023/24	Head of Policy, Strategy & Economic Advice	Finance Director	FD developing proposals for 2023/24 business planning. Discussing how Diversity and Inclusion can be effectively fed into this.	Discussions ongoing	SH/MG	G
16	D&I Group to further develop its Intranet page and resources to improve awareness and engagement of its activities across all employees within TfN.	Collaborate Instil Trust	Q2 FY2023/24	Principal Media & Communications Officer	D&I Group Members	05/08/21 LC: Group membership and documents updated along with recent internal comms update. Calendar function now added to the site and to be updated with future events. Currently looking into further development opportunities including updating EF links etc.		MG	G
19	Continue to work across our network, bringing back learnings, sharing webinars into TfN. Garner resource from the experts, utilise CIHT, and Greater Manchester Good Employment Charter, Women in Rail for use/adoption within TfN.	Innovate Collaborate Instil Trust	On-going	D&I Group Members		19/5/21 KS attended CIHT webinar on the importance of D&I in transport and shared notes with DAG and CEO 9/6/21 Jacobs reps gave insight into their D&I journey at DAG meeting 04/08/21: SR attended Good employment charter talks, and had TfN's approach to agile/flexible working published as a best practice guide, not only focussing on wellbeing but also the Diverse, and sometimes personal needs of TfN colleagues 15/11/21 JB listened in to Transport Planning Day event presented by Jacobs and others. Largely repeated what we know already though reinforced the need to have a diverse workforce and to fully consider diversity implications in developing schemes. 13/3/23 HR are attending GM Employee Charter and Women in Rail on ongoing basis		SH	G
20	TfN to publish its Annual Diversity Action Plan and progress made against it and associated diversity related targets.	Ensure Accountability Instil Trust	Q4 FY2023/24	OBT/D&I Group Members				MG	G
21	Continue to make use of recruitment data and local labour market data to understand and address any potential barriers applicants may face (to include bi-annual reports on recruitment activity to be presented to the D&I Group for consideration).	Financial Acumen Innovate Ensure Accountability	Q2 FY2023/24	HRBP		28/07/21 TfN's applicant tracking system (Vacancy Filler) have changed their reporting suit, resulting in difficulty in obtaining like for like data. The request for the system to provide the data is ongoing, unfortunately progress is slow. 04/08/21: SR update: Data has now been provided to BT. 30/11/2021 SR Update: Report findings now with SH for review and consideration prior to discussing with the Business Capabilities Director after which the report will be shared with the DIAG.		SH	G
23	Complete annual review of Skills & Development Policies, Procedures and Processes including refresh of associated EIAs.	Ensure Accountability	Q3 FY2023/24	Senior OD Business Partner		22/9/21 We reviewed the skills and development policy EIAs is fully covered within the policy 17/02/22 - next review due Sept 22		SH	G
26	Undertake reporting on the uptake of skills and development opportunities across all protected characteristics to understand if there are any barriers with regards to access to career development support opportunities and implement any remedial actions identified.	Ensure Accountability Instil Trust	Q3 FY2023/24	Senior OD Business Partner		22/9/21 From our analysis we offer all protected characteristics development across all the TfN interventions or adapt accordingly. We are informing TfN colleagues that we are actively looking for colleagues from diverse backgrounds to join our mentoring and emerging leaders programme which will be launch in Q3/Q4 16/02/22 - emerging leaders will launch Our wellbeing calendar is updated regularly, and we are meeting this action 16/02/22 - There will be ongoing wellbeing programme into the new financial year - subject to business planning 13/3/23 - min of one event/month for FY 2023/24	KPIs now in place to be reviewed by this group	SH	G
35	Research, procure and deliver TfN's in-going health and well-being programme for FY2021/22 ensuring a minimum of two event per month throughout the year.	Innovate Instil Trust	On-going	Senior OD Business Partner		At every opportunity this is promoted, both on our intranet and within our office locations, whilst also via internal comms		SH	G
38	Continue to promote the TfN's employee assistance line and support service to ensure all employees are aware of and able to readily access this support network.	Collaborate Instil Trust		Principal Media & Communications Officer	Senior OD Business Partner	04/08/21 DT: Emailed Iain asking for update. 01/12/21 JB - discussions held with Iain on text and agreed version almost finished which is much stronger than previous years - IC will then discuss with Stephen Hipwell and feed into the business planning process	Take forwards in STP work	SH	G
10	TfN Team Delivery Plan templates (business planning process) to include equality section/implications/ targets.	Financial Acumen Accountability	Q3 FY2023/24	Finance Director	Head of Policy, Strategy & Economic Advice; D&I Group members			SH	G
15	Develop and implement an annual calendar of health, well-being, diversity and inclusion events and activities (articles, social media, teamtalks, intranet resources etc.) to support and underpin employee awareness and knowledge of diversity & inclusion.	Collaborate Instil Trust	On-going	Principal Media & Communications Officer	D&I Group members			MG	G
24	Utilise TfN's various social media tools to continually promote TfN as a progressive and inclusive employer to further encourage applications from a diverse range of backgrounds.	Innovate Instil Trust	On-going	Principal Digital Content Officer				SH	G
28	Ensure the on-going development and delivery of TfN's Career Progression Guide and Tool to continue to support individual career progression discussions and planning as part of TfN's annual appraisal process.	Ensure Accountability	On-going	Skills & Development Manager		29/6/21 The annual appraisal cycle has completed on 19th June 21. We have regularly communicated the appraisal tools available through comms and line managers are having additional training through the team talk supporting line managers WoWs on career aspiration, empathy, and motivation 16/02/22 - We have communicated within Feb 22 to TfN colleagues the appraisal process for this cycle we continue to offer support through this process		SH	G
31	Continue to support our diverse talent through considering the most appropriate working arrangements for them, including promoting flexible working, career conversations, 1:2-1 coaching, promotion of development programmes.	Innovate Financial Acumen Ensure Accountability Instil Trust	On-going	HR & Skills Team	Line Managers	Throughout the COVID-19 pandemic, TfN have worked well on a fully remote basis. Following a safer return to the office, TfN have adopted a flexible/agile ways of working, taking into consideration the needs of all colleagues by undertaking a staff survey, with only a minimal number of times colleagues are required to attend the office for business reasons.		SH	G
34	TfN to take all necessary actions to maintain its' status as a full member of the GM Employment Charter and Disability Confident - Employer status, Real Living Wage-status.	Innovate Financial Acumen Ensure Accountability	On-going	Head of HR	Senior HRBP	Living wage status renewed and anniversary or the Good employment charter supported 13/3/23: recent audits passed		SH	G
36	Ensure the on-going development and promotions of TfN's Well-being Information Centre and supporting resources aligned to emerging employee needs.	Financial Acumen Instil Trust	On-going	Skills & Development Manager		Focus in Jun, Jul and August 21 on confidence and mild anxiety due to the implementation of Wows 16/02/22 - The wellbeing focus for quarter 4 is primarily on dealing with stress, anxiety, changing environments, menopause, pensions and money management		SH	G
39	Continue to ensure that employees are given sufficient time, space and encouragement to attend and participate in TfN's health and well-being programme.	Instil Trust	On-going	OBT	SMT, Line managers	04/08/21: wellbeing stats have been provided for evaluation		SMT/OBT	G
40	All members of the SMT to actively promote and participate in TfN's Health & Well-being activities and programme.	Collaborate Instil Trust	On-going	SMT				SMT/OBT	G
27	Develop and implement a management development/ leadership programme for middle/junior and aspiring managers to future support and underpin career progression within TfN.	Innovate Financial Acumen Instil Trust	Q4 FY2023/24	Senior OD Business Partner	Head of HR	22/9/21 Emerging Leaders is now design and more details on how to join the programme will available from end of Q3. We are encouraging those from diverse backgrounds to join 16/02/22 - emerging leaders will launch before the end of Q4 22 13/3/23 - Emerging Leaders will run in Q1 2023/24		SH	G

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3	Establish relevant matrices for social inclusion, including relevant disaggregating of data to inform key organisational decision-making.	Ensure Accountability Innovate	Q3 FY2021/22	Head of Policy, Strategy & Economic Advice		13/10/22 JB Ongoing: Completed - TRSE project and inclusive transport strategy, in progress - organisational decision making (ie it's available for consideration within the PDF process but TFN yet to decide how the PDF will be applied).	TRSE work completed and pulic launch held in September 2022.	JB	G
8	Investigate and consider if it is appropriate for TFN to adopt the social model of disability for future Equality Impact Assessment related activity.	Innovate	Q4 FY2021/22	Head of Policy, Strategy & Economic Advice	Finance Director	13/10/22 JB - TRSE work is now completed and was publicly launched in September 2022. Tom Jarvis attended a DAG meeting to discuss the work as part of its development.	The TRSE work will inform the new Strategic Transport Plan that is in development	JB	G
9	Research and establish mechanisms to enable accessible consultation (including Citizen Panels) on its major schemes, policies and strategies including the STP.	Innovate Collaborate	Q3 FY2021/22	Head of Policy, Strategy & Economic Advice		13/10/22 JB Update - CPs are being progressed this FY (Emanuela Orsollic is lead officer) and first Panel likely to start in December. Citizens assembly is the wider more indepth approach we were unable to fund in business planning. In addition TFN has undertaken a number of important consultations, including on Freight and forthcoming Inclusive Transport. The online Freight consultation used innovative virtual engagement room to be more accessible.	First panel to be held in December 2022	JB	G
17	Complete D&I awareness training for all TFN employees and ensure this training is embedded into TFN's Corporate Induction for all new starters (e-learning module).	Collaborate Instil Trust	Q2 FY2021/22	Skills & Development Manager		29/6/21 D&I on line e-learning module is included in mandatory modules for new starters. Current employees attended training by Dana, and additional supplementary arrangements have been offered 16/02/22 - training provided to 15 new starters to date	Corporate training plan: repeated on a 3-yearly basis	KS	G
25	Investigate and attend up to 4 recruitment/careers fairs/career events (Covid-19 restrictions permitting) to promote opportunities and working at TFN focusing on events for those with protected characteristics.	Collaborate Instil Trust	Q4 FY2021/22	Senior HRBP		KS participated in 2 careers panels representing TFN and the transportation industry for schools in Bradford with high ethnic minority attendance. Also 1 mock interview session for a school with similar characteristics in Leeds. 04/08/21: due to COVID, schools have cancelled sessions, however they are due to be reopened after the summer break. 16/02/22 KS attended a mock interview session with a inner city Leeds school (virtually). Katie Todd and Kirsten Keen also volunteered at a careers carousel. We recruited a new MHFA for the Leeds locality - Pippa Ambrose 16/02/22 - we currently have 4 mental health aiders which fits with the size of the organisation	Closed due to change in org priority post-Covid	SR	A
37	Recruit a further Mental Health First Aider to bolster the level of qualified MHFA's across TFN.	Instil Trust	Q2 FY2021/22	Skills & Development Manager		16/02/22 - we currently have 4 mental health aiders which fits with the size of the organisation		KS	G
22	TFN to identify/agree a set of HR performance targets (which can be externally benchmarked) covering recruitment and workforce composition	Ensure Accountability	Q3 FY2021/22	Head of HR	Senior HRBP	30/11/2021 SR: Draft KPI's have been established, this peice of work is now with SH for rreview and consideration prior to presenting to TFN's Business Capability Director, and thereafter sharing with the DIAG for input and sign off. It was anticipated that this work be brought back to the group in December 2021, but this may need to be pushed back to January 2022 given current work priorities.		SR	G
30	Ensure on-going delivery of TFN's Recruitment Training for all new recruiting managers to ensure all such activity continues to be carried out in accordance with TFN's agreed standards aligned to recognised best practice.	Innovate Financial Acumen Instil Trust	On-going	Senior HRBP		04/08/21 with recruitment minimal, there;s been little Line Management recruitment, or opportunities for development therefore recruitment training hasnt been required. Lately weve seen an increase in recruitment and line managerr training has been scheduled.		SR	G
41	Deploy a bite-size training (e-learning module) for line managers in relation to the basics of handling and managing mental health issues.	Innovate Instil Trust	Q3 FY2021/22	Skills & Development Manager		22/9/21 We are sourcing an eLearning module through LEARN or LinkedIn catalogue to meet this need further details to be released 16/02/22 - DAG chairs (Lucy and Rosemary) sent a link to a LEARN module on this subject to review with the D&I group.		KS	G