

Greater Manchester Health and Care Board

10

Date: 9 November 2018

Subject: Workforce Race Equality

Report of: Terry Manyeh, Chair of the Workforce Race Equality Steering Group, Reclaim and John Herring, Strategic Lead for Organisational Development, Greater Manchester Health and Social Care Partnership

SUMMARY OF REPORT:

The Public Sector committed on 05 June 2018 to tackle workforce race equality collectively. The report describes the actions and outcomes we are aiming for across Greater Manchester.

KEY MESSAGES:

Black Asian and Minority Ethnic Groups across Greater Manchester continue to be under-represented across our senior leadership in the Public Sector. They experience discrimination more regularly resulting in being:

- 1.5 to 2 times less likely to get a job at interview than their white colleagues
- 1.5 to 2 times more likely to be subject to a formal disciplinary panel than their white colleagues

This is something we wish to change in Greater Manchester because:

- Organisations with a more diverse workforce deliver better and more sustainable services.
- We can have an impact, as the largest collective employer of Greater Manchester people, to provide good quality jobs which improves people's lives.
- We have a moral and legal responsibility to do so.

The partners who have signed up to the agreement are as follows:

- Greater Manchester Combined Authority (including Greater Manchester Fire and Rescue Service)
- Greater Manchester Police
- Local Authorities
- NHS Provider Trusts
- NHS Commissioners
- Primary Care Providers Across Greater Manchester
- Transport for Greater Manchester

We have a steering group which is overseeing the work and we are in the process of securing a 'lead provider' for this work from the participating organisations.

The main aim for the lead provider will be to work with all organisations across Greater Manchester on data, culture, senior leadership, recruitment, supporting talent and sharing best practice. We believe working in these areas, supporting all organisations to take positive action will result in the following outcomes:

1. You will be just as likely to get a job in Greater Manchester at interview if you're Black, Asian, Other Ethnic Minority or White.
2. You will be just as likely to end up in a disciplinary hearing as a result of performance or capability in Greater Manchester if you're Black, Asian, Other Ethnic Minority or White.
3. We will see a minimum of a 10% shift in the distribution of people from a Black, Asian or Ethnic Minority background across the pay grades of an organisation, so that senior levels are more representative of the communities they serve.

PURPOSE OF REPORT:

The report aims to provide the Health and Care Board with an overview of the work in relation to workforce race equality – why it is critical to our public services across Greater Manchester, how we aim to tackle the critical issues and what we are going to do.

RECOMMENDATIONS:

The Health and Care Board is asked to:

- Support and champion the work taking place on workforce race equality.
- Provide visible leadership by talking openly about the issues and creating a positive narrative about workforce race equality.
- Hold to account the public sector organisations across Greater Manchester who need to deliver to this agenda.

CONTACT OFFICERS:

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1.0 WHY WORKFORCE RACE EQUALITY

- 1.1. The Greater Manchester Strategy, 'Our People, Our Place', has been written by all 10 councils, the Mayor, the NHS, transport, the police and the fire service, with help from businesses, voluntary, community and social enterprise organisations, and members of the public.
- 1.2. The plan explains our ambitions for the future of our city region and the 2.8 million of us who live in the towns, cities, communities and neighbourhoods that make up Greater Manchester. It covers health, wellbeing, work and jobs, housing, transport, skills, training and economic growth.

Our vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old:

A place where all children are given the best start in life and young people grow up inspired to exceed expectations.

A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm. But if you need a helping hand you'll get it.

A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.

A place where people live healthy lives and older people are valued.

A place at the forefront of action on climate change with clean air and a flourishing natural environment.

A place where all voices are heard and where, working together, we can shape our future.

- 1.3. The ten priorities of the GM Strategy underlines why we are devolved as a city region and the focus of our work.



1.4. There are 5 reasons why having a representative workforce across the Public Sector makes good sense to focus upon:



1.4.1. *30% of the people in Greater Manchester work in the public sector. We have an obligation to our communities, to provide equal access to employment opportunities. Good employment is one of the key factors to a healthy and fulfilled life. Greater Manchester should be making the most from our talented citizens and share the fruits of being the second largest economic area in the UK.*

- 1.4.2. *Delivering high quality services – evidence shows that services are better delivered by a representative workforce who understand the communities they serve.*
- 1.4.3. *Financially sustainable services – evidence shows that a diverse workforce delivers improvements in how organisations perform financially.*
- 1.4.4. *An ethical obligation – this is absolutely the right thing to do.*
- 1.4.5. *A legal obligation regarding our duties as outlined in the Equality Act 2010.*
- 1.4.6. *In addition we want to build Trust, Confidence and Legitimacy with the communities we serve and addressing workforce race equality is one way to do this.*
- 1.5. Data shows, this is an area which requires focus and dedicated support. We know that people from BAME (Black, Asian and Minority Ethnic) backgrounds are:
 - 1.5.1. *1.5 to 2 times less likely to get a job at interview compared to their white counterparts.*
 - 1.5.2. *1.5 to 2 times more likely to end up in front of a disciplinary panel at work for incidents similar to their white counterparts.*
 - 1.5.3. *Significantly less likely to be at the head of a public sector organisation or working at board level – there are currently no Chief Executives of any of our public sector organisations from a BAME background.*
 - 1.5.4. *More likely to experience higher levels of bullying and harassment both internally and from the people in receipt of services.*
- 1.6. Focussing efforts in one area in the first instance should help us to create change quickly. This change should have an effect on other areas e.g. disability, gender, age etc... so that we can use learning to help others protected by the Equality Act.
- 1.7. Greater Manchester has a history of fighting for people's rights over the last two centuries from Peterloo to Greater Manchester's stand against slavery (see Lincoln Square in Manchester) from Women's Suffrage to one of the most recognisable Pride festivals in the country. We should use this to engage people in our work to fight for BAME people's rights within the workforce.

2.0 WHAT ARE WE PROPOSING TO WORK ON AND DO

2.1. What we have done so far

- 2.1.1. We talked to the national workforce race equality standard team in NHS England and then to leaders from across the Greater Manchester public service system. This led us to believe that there was an appetite for focussing work in this area.
- 2.1.2. Some concerns were raised that we should be looking across all protected characteristics however there was a consensus that focus on one area was more likely to create change. This work could have an impact on the experience of people with other protected characteristics and test what works well and less well.
- 2.1.3. On 5th June 2018 the whole of the public sector in Greater Manchester – Fire, Local Authorities, NHS Providers and Commissioners, Police and Transport signed a collective commitment to tackle workforce race equality across Greater Manchester.



- 2.1.4. In addition we have engaged with partners such as Primary Care, Job Centre Plus, Education and Voluntary and Community Sector.
- 2.1.5. We have set up a steering group which manages the work. The steering group is chaired by someone from one of our local communities - Terry Manyeh, a young person from Moss Side who works for Reclaim on enabling working class young people to access higher education.

2.1.6. The steering group membership and senior sponsorship is as follows:

Project roles & names			
Workforce Race Equality Sponsors			
Project role	Name	Role	Organisation
Senior Sponsor	David Dalton	Chief Executive	Northern Care Alliance
Senior Sponsor	Ian Hopkins	Chief Constable	Greater Manchester Police
Senior Sponsor	Carolyn Wilkins	Chief Executive	Oldham Council
Senior Responsible Officer	Janet Wilkinson	Executive Lead, Workforce	Greater Manchester Health and Social Care Partnership
Workforce Race Equality Steering Group			
Project role	Name	Organisation	
Chair	Terry Manyeh	Reclaim	
Programme Manager & Chair Support	John Herring	Greater Manchester Health and Social Care Partnership	
EDI Lead	Safina Nadeem	Stockport NHS Foundation Trust	
Arm's Length Body	Habib Naqvi	National WRES Team (NHSE)	
Arm's Length Body	Kash Haroon	North West Employers	
Arm's Length Body	Diane Mardell	North West Leadership Academy	
Arm's Length Body/GMFRS	Cheryl Peet/Colin Barnes	GMCA	
Staff Side Representative	Estephanie Dunn	Royal College of Nursing	
NHS Provider Representative	Raj Jain	Northern Care Alliance	
Commissioner Representative	Sharmila Kar	Manchester Health and Care Commissioning	
GMP Representative	Chief Superintendent Arif Nawaz	Greater Manchester Police	
TfGM Representative	Muhammad Karim	Transport for Greater Manchester	
Local Authority Representative	Sara Saleh	Trafford Council	
Political Representative	Brenda Warrington	Tameside and Glossop Council	
GM Mayor's Representative	Dr Kailash Chand	GMCA	
Communications Support	Anna Cooper Shepherd	Greater Manchester Health and Social Care Partnership	

2.2. The focus of the work

2.2.1. The project will aim to deliver to five key themes in order to have an impact on workforce race equality across Greater Manchester:

Key Area	Potential Actions and Work
<p>Data</p>	<p>Support the development of a data set across public services in Greater Manchester.</p> <p>We propose a focus on two key items:</p> <p><i>1.5 to 2 times less likely to get a job at interview compared to their white counterparts.</i></p> <p><i>1.5 to 2 times more likely to end up in front of a disciplinary panel at work for incidents similar to their white counterparts.</i></p> <p>We would like all participating organisations to sign up to shift the distribution of their BAME workforce from lower paid grades to higher paid grades by a minimum of 10% in 3 years. This would be a voluntary sign up to the target for each organisation.</p>
<p>Culture</p>	<p>Advising on and developing a culture across Greater Manchester public service which is inclusive.</p> <p>Using our organisational development and equality and diversity networks to impact on cultures across the public sector.</p> <p>Using our trades unions as champions by signing them up to a commitment to make this a key part of their focus for the people they represent.</p>

<p>Senior Leadership and Communication</p>	<p>We expect our senior leadership to publicly champion this issue.</p> <p>Ensuring our communications build a movement which supports the principles of equality and diversity throughout our workforce.</p>
<p>Recruitment and Promotion</p>	<p>Using the GM talent board as a way of identifying and developing talent at pace across the public sector.</p> <p>Embedding best practice in terms of recruitment.</p>
<p>Sharing good practice</p>	<p>Support the development of the Equality Diversity and Inclusion Leads network to ensure that good practice and lessons are shared.</p>

3.0 HOW WE WILL DO THIS

- 3.1. We have raised funds for the work as follows: Strategic Workforce Collaborative (Health and Care) 40k, Workforce Development and Leadership Executive 20k, National Workforce Race Equality Team up to 30k non pay.
- 3.2. We aim to raise further funds through steering group members so that we have funding for the three years of the programme.
- 3.3. We aim to go out to all organisations who signed up to the agreement on 05 June to ask for expressions of interest to be the lead organisation who will use these funds to deliver to the work described above.
- 3.4. We will put in place a service level agreement between the lead organisation and funders with accountability for delivery held in the Workforce Race Equality Steering Group.
- 3.5. It will be important for the lead organisation to effectively engage with all partners across the public sector.

- 3.6. It is important to note the voluntary sign up to shift the distribution and representation of their BAME workforce from lower paid grades to higher paid grades by a minimum of 10% in 3 years with a stretch target of 15%.
- 3.7. The two fundamental shifts we want to see in all organisations are:
- 3.7.1. That you are just as likely to get a job at interview no matter your ethnic background.
- 3.7.2. That you are just as likely to end up in formal disciplinary proceedings no matter your ethnic background.

4.0 RECOMMENDATIONS

- 4.1. The Health and Care Board is asked to:
- Support and champion the work taking place on workforce race equality.
 - Provide visible leadership by talking openly about the issues and creating a positive narrative about workforce race equality.
 - Hold to account the public sector organisations across Greater Manchester who need to deliver to this agenda.