

# Workforce Race Equality

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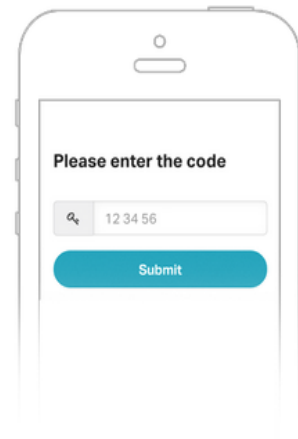
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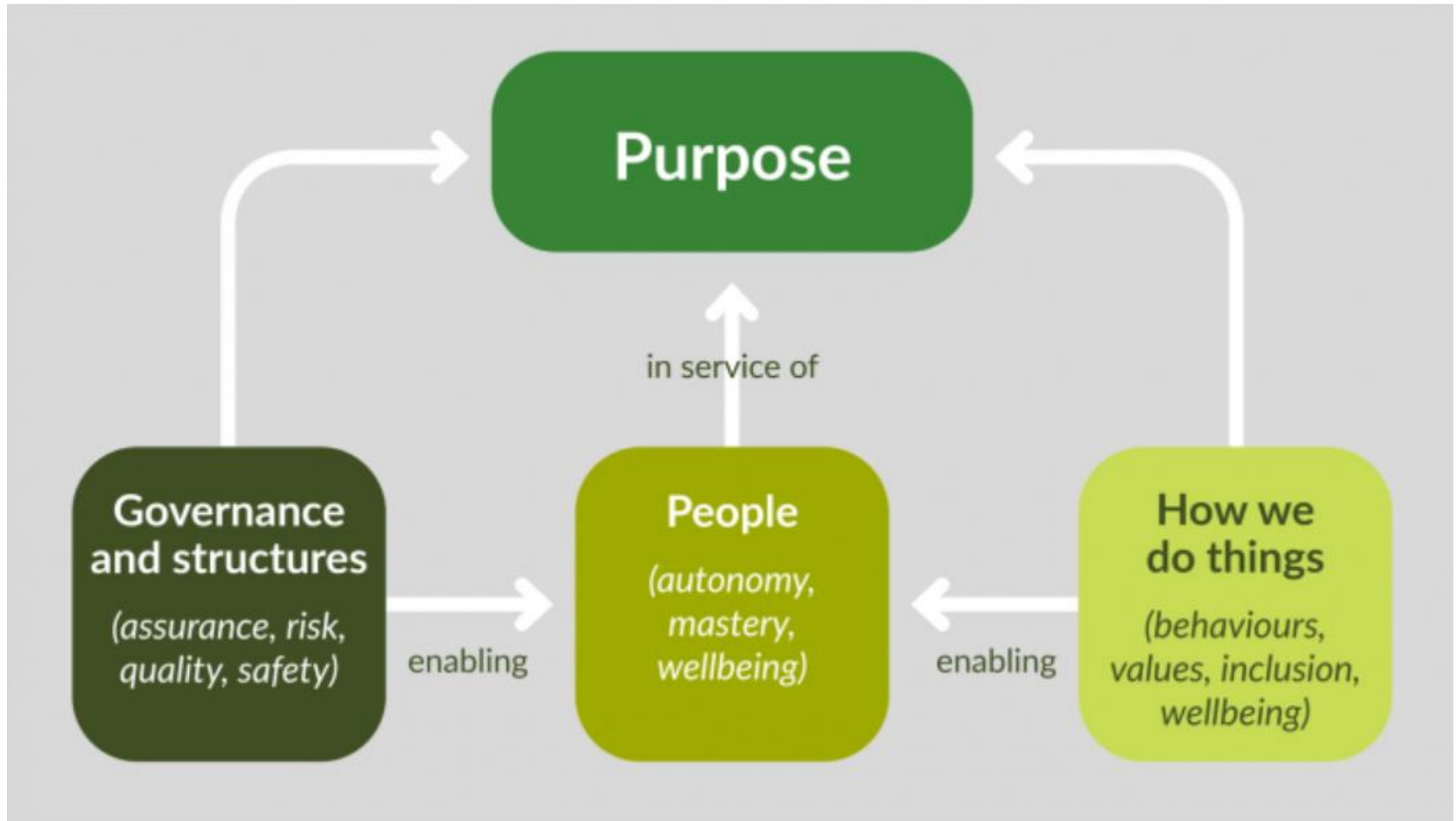
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Taken from 'Creating Culture at Speed in a Crisis', The Kings Fund blog, October 2020

# Hear my Voice



*“Isn’t it important that we listen to people?*

*Especially people who help others, who are there when people are in need,*

*Who see the worst, and hope for the best for everyone?*

*Isn’t it important that we should want to be in others shoes?*

*To know what its like, and how we can be our very best*

*Isn’t it important that we don’t just help the strong become stronger?*

*That we don’t just have space for one woman, one BAME, one person who is different  
at a time?*

*Isn’t it important enough to do something that matters?*

*Something that makes a difference to what its like to just be who you are?”*



# THIS IS ENGLAND



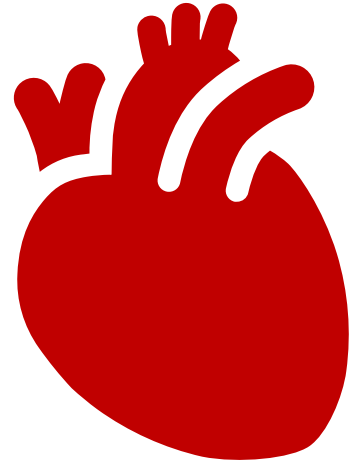
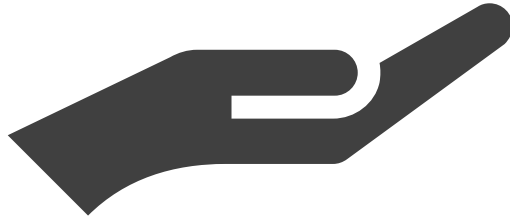
A FILM BY SHANE MEADOWS



View and the UK Film Council present in association with EM MEDIA and SCREEN YORKSHIRE a WARP FILMS Production in association with BIG ARMY PRODUCTIONS a Shane Meadows film THIS IS ENGLAND with TRUDY FERGUSON STEPHEN GRAHAM  
 Line Producer JULIA VALENTINE Script Supervisor GABRIELLA SCOTTONGARDI Casting by LOUISE MEADOWS BEN HAMILTON Costume Designer JIM THOMPSON Hair Designer and Makeup Designer CAROLINE SCOBLE Makeup and Hair Specialist DONALD MANNING  
 Original Music LINDSEY GRAY Production Designer MARK LEESE Director of Photography GANNY CLARKE Editor CHRIS BIRCHOP Co-Producer LOUISE MEADOWS Executive Producers SUSA PRESS PETER CARLTON PAUL TRAVIS ANDY KIRKMAN WILLY CLARKE RUSSELL HOPKINS  
 Produced by WFP4 MEMBER Written and Directed by SHANE MEADOWS © 2006 WARP FILMS LIMITED, HAMBURG, THE UK FILM COUNCIL, EM MEDIA, SCREEN YORKSHIRE. Digital soundtrack album available from UNIVERSAL MUSIC  
 FILM4

www.thisisenglandmovie.co.uk www.a-film.be



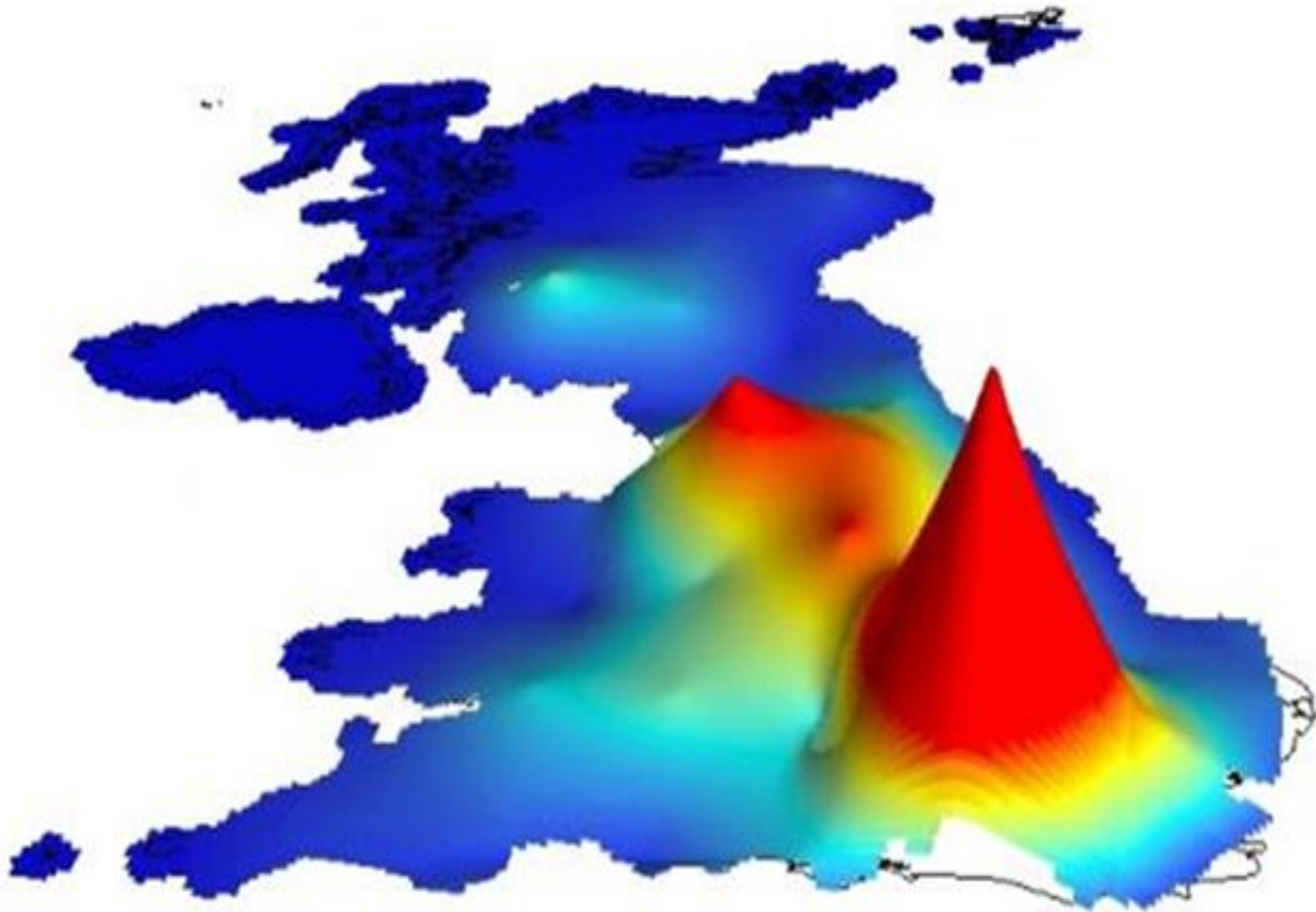


# Why Equality in the Workforce?





# Manchester Independent Economic Review





# Greater Manchester: a snapshot picture



**£56 Billion GVA**

Fastest growing LEP in the country



**2.7 Million People**

Growth of 170,000+ in the last decade



**104,000 People Unemployed**

7.8% (above UK average of 5.5%)



**77.7 Male Life Expectancy**

England average: 79.3



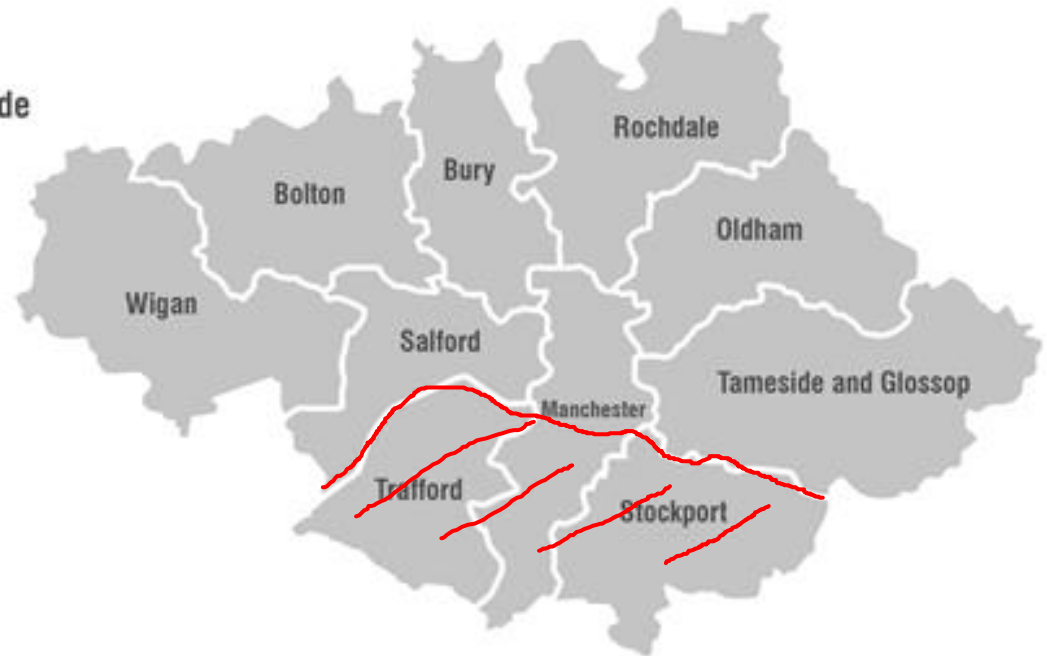
**81.3 Female Life Expectancy**

England average: 83.0



**112,000**

People on long-term sick and inactive



GVA – Gross Value Added

LEP – Local Enterprise Partnership

# The Burning Platform



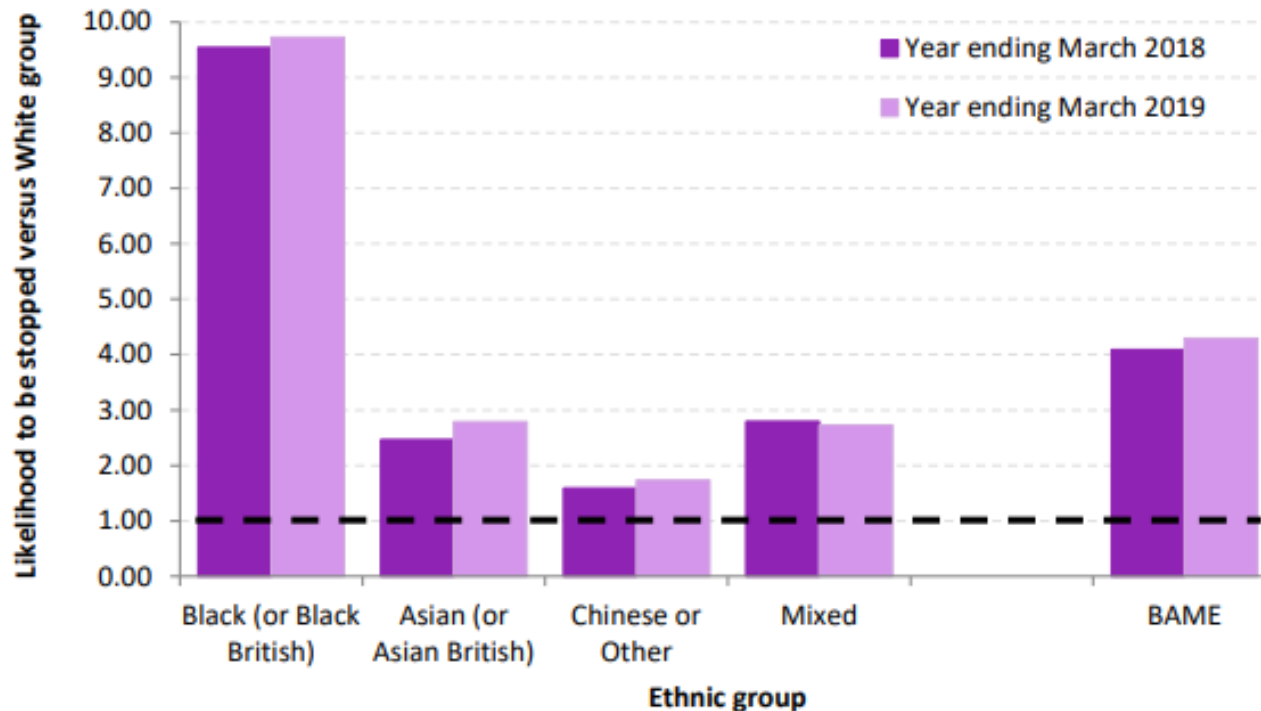
**GREATER  
MANCHESTER**  
DOING THINGS DIFFERENTLY FOR OUR **WORKFORCE**



# The Burning Platform



**Figure 2.7** Likelihood<sup>1</sup> of being stopped and searched<sup>2</sup> by BAME group, compared with those from White ethnic groups, England and Wales<sup>3</sup>, year ending March 2019 compared with 2018

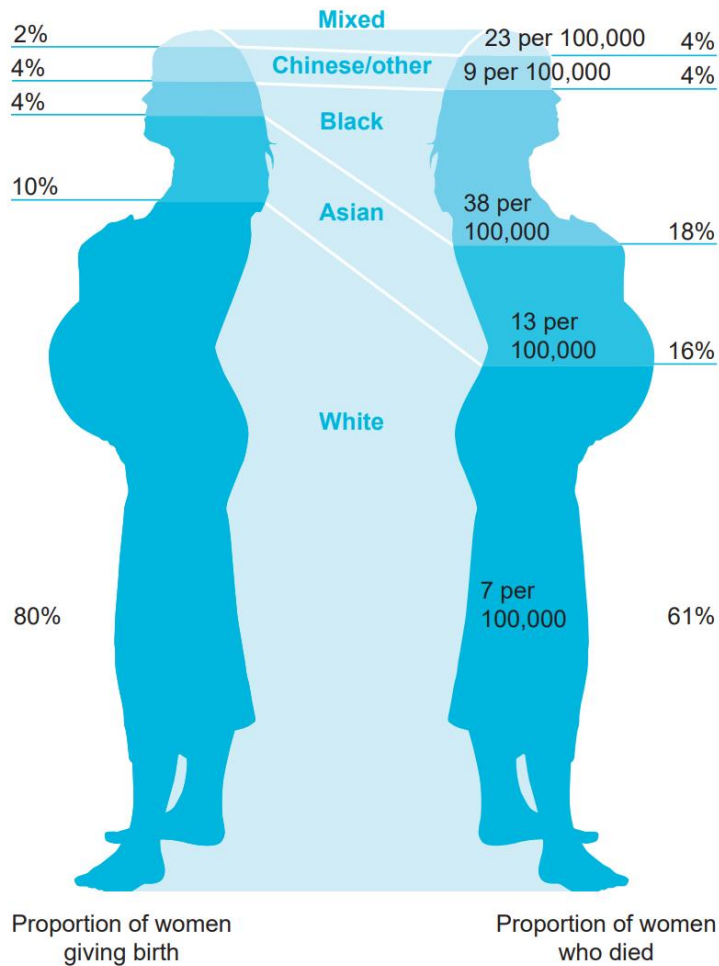


Source: [Stop and search table SS\\_13](#), Home Office

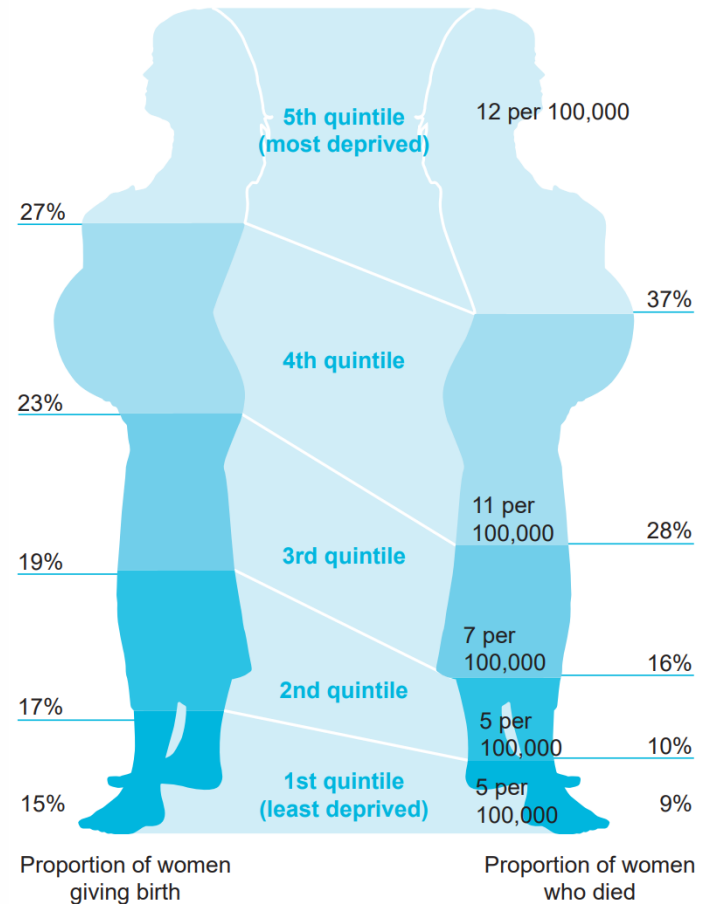
# The Burning Platform



## Ethnic group



## Living in more deprived areas





# Workforce Race Equality in GM

## Sign Up

All GM public service organisations signed a commitment to tackle workforce race equality in June 2018.

The organisations include the NHS, Local Authorities, Police, Fire and Ambulance Services, Transport, and the Voluntary Sector.

The Greater Manchester Health and Social Care Partnership raised funds and commissioned Northern Care Alliance to deliver a programme which would support organisations and places to 'turn the dial' on workforce race equality.

All partners agreed that the work would focus on ensuring the following:

- » That the demographic of our places is represented across our organisations and their pay grades.
- » That Racially Diverse people were just as likely to get a job from shortlisting to recruitment as their white counterparts.
- » That Racially Diverse people were no more likely to be subject to formal disciplinary processes and dismissal as their white counterparts.

## The Programme

There are five key areas to the programme of work.

1. **Race Equality Change Agents Programme(RECAP):** A 12-month programme helping to create race equality champions within organisations and places deliver improvement work on race equality as part of the programme.
2. **Excellence Reciprocal Mentoring Programme:** A mentoring programme for all leaders and Racially Diverse frontline staff to support our leaders to become visible and intentional about their approach to inclusive leadership and support. Whilst also supporting Racially Diverse colleagues to accelerate their career development, particularly in areas where they are currently under-represented
3. **Living Library Programme:** encourage Racially Diverse staff to share their stories to be part of a library of lived experiences which all organisations across GM can make use of in any training and development they want to carry out for their workforce.
4. **Building Leadership for Inclusion:** A development opportunity for a very senior leader in each of our public sector organisations. This programme enables them in their role in affecting change within their organisation and place in regards to diversity and inclusion.
5. **Data:** To create and populate a data set targeting the 3 key areas of focus detailed above, and publish this.



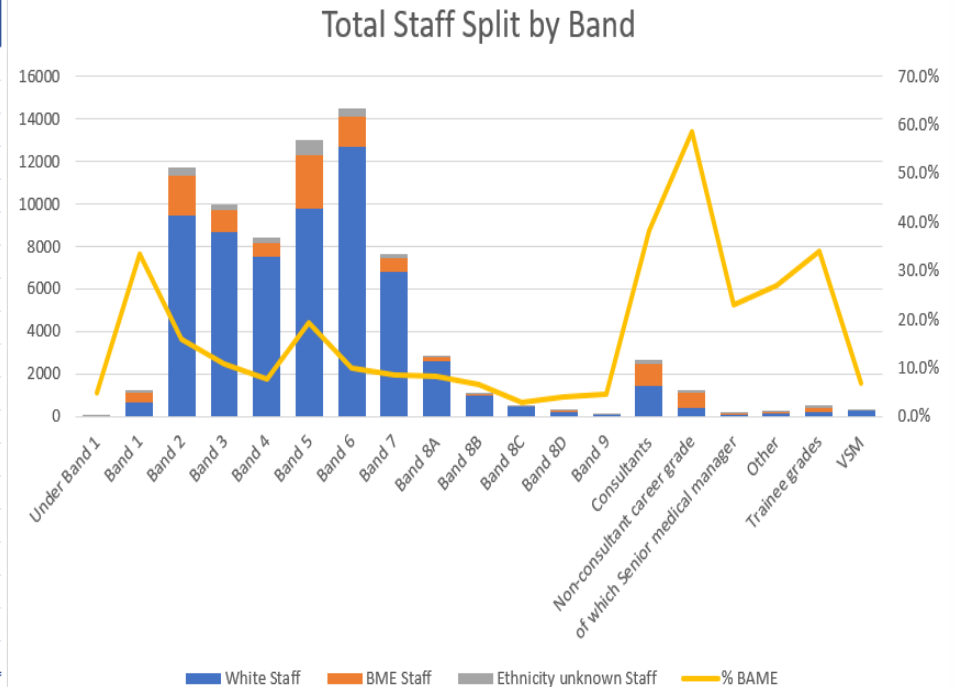
- We are working on a public service data set based on the NHS Workforce Race Equality Standard committing our organisations to report on
  - The distribution of their workforce according to pay
  - The likelihood of being appointed at interview
  - The likelihood of being subject to a formal disciplinary

# Population Health: A whole system approach



**Indicator 1 - Percentage of BAME staff at each pay level of the organisation mapped against overall staff in NHS organisations. (Including Executive Board Members)**

Row Labels	White Staff	BME Staff	Ethnicity unknown Staff	% BAME
Under Band 1	30	2	8	5.0%
Band 1	688	415	140	33.4%
Band 2	9462	1850	381	15.8%
Band 3	8649	1076	241	10.8%
Band 4	7506	641	248	7.6%
Band 5	9792	2496	726	19.2%
Band 6	12708	1424	335	9.8%
Band 7	6793	659	204	8.6%
Band 8A	2576	241	64	8.4%
Band 8B	985	70	19	6.5%
Band 8C	485	15	13	2.9%
Band 8D	240	10	3	4.0%
Band 9	79	4	4	4.6%
Consultants	1458	1015	173	38.4%
Non-consultant career grade of which Senior medical manager	410	730	107	58.5%
Other	130	55	19	27.0%
Trainee grades	225	188	142	33.9%
VSM	260	21	27	6.8%
<b>Grand Total</b>	<b>62577</b>	<b>10950</b>	<b>2880</b>	<b>14.3%</b>



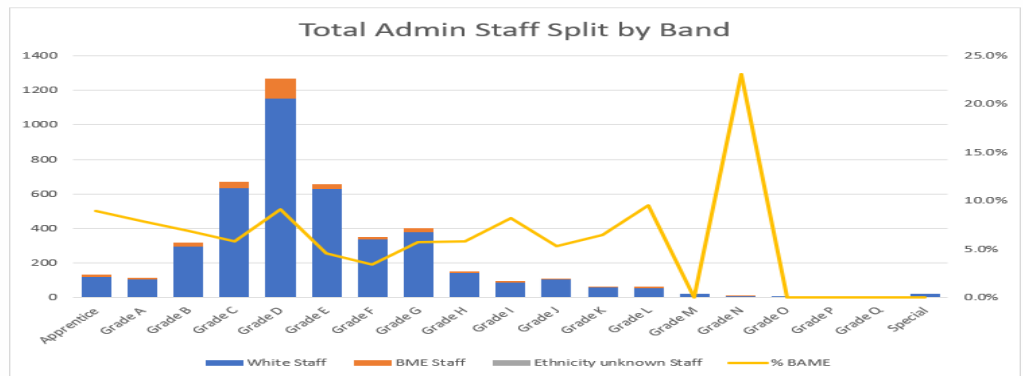
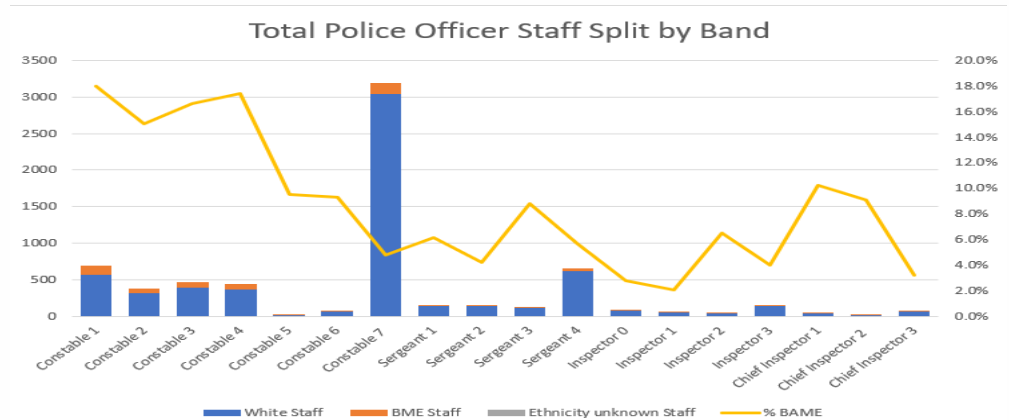


# Population Health: A whole system approach



## Indicator 1 - Percentage of BAME staff at each pay level of the organisation mapped against overall staff in the Police. (Including Executive Board Members)

Row Labels	White Staff	BME Staff	Ethnicity unknown Staff	% BAME
Constable 1	565	124		18.0%
Constable 2	317	56		15.0%
Constable 3	391	78		16.6%
Constable 4	369	78		17.4%
Constable 5	19	2		9.5%
Constable 6	68	7		9.3%
Constable 7	3039	152		4.8%
Sergeant 1	138	9		6.1%
Sergeant 2	136	6		4.2%
Sergeant 3	114	11		8.8%
Sergeant 4	615	37		5.7%
Inspector 0	71	2		2.7%
Inspector 1	48	1		2.0%
Inspector 2	43	3		6.5%
Inspector 3	144	6		4.0%
Chief Inspector 1	35	4		10.3%
Chief Inspector 2	20	2		9.1%
Chief Inspector 3	60	2		3.2%
Apprentice	122	12		9.0%
Grade A	105	9		7.9%
Grade B	296	22		6.9%
Grade C	632	39		5.8%
Grade D	1151	116		9.2%
Grade E	628	30		4.6%
Grade F	338	12		3.4%
Grade G	380	23		5.7%
Grade H	145	9		5.8%
Grade I	89	8		8.2%
Grade J	106	6		5.4%
Grade K	58	4		6.5%
Grade L	57	6		9.5%
Grade M	23	0		0.0%
Grade N	10	3		23.1%
Grade O	9	0		0.0%
Grade P	2	0		0.0%
Grade Q	0	0		0.0%
Special	21	0		0.0%
<b>Grand Total</b>	<b>10364</b>	<b>879</b>		<b>7.8%</b>



# Population Health: A whole system approach



- Across our public services, of the 23 organisations who returned data, 17 (74%) reported more than 1.25 times more likely to get a job at interview if you were white than if you were from a Racially Diverse background. 4 of those 17 reported higher than twice likely and 2 of those 17 report higher than 3 times more likely
- Across our public services, of the 14 organisations who returned data, 10 (71%) reported more than 1.25 times more likely to be subject to a formal disciplinary process if you were from a Racially Diverse background than if you were white. 3 of those 10 reported higher than twice likely and 1 reported higher than 3 times and 1 reported higher than 6 times more likely.

# Hear my Voice



*“There’s something interesting about a rhetoric from the ‘powers that be’ that we want to build a Britain / Greater Manchester / world for everyone  
...that is everyone but...*

- *People who hold views we don’t like*
  - *Black people*
  - *The immigrants*
  - *The underclass*
  - *People who wear trackies*
- etc....etc.....etc.....etc....”*

# The Power of Storytelling



*“...stories are the only things that can ever really change the world. The stories that people believe in, are the only ones that matter. Those are the stories that have the power to change everything we think we understand.”*

*The Summer of Impossible Things - Rowan Coleman*

# The Power of Storytelling





# The Power of Storytelling

*“The people who get narratives built about them have little power to change these narratives and the stories publicised are publicised by those in power.*

*The internet has taken some of those levers away but by no means all.*

*Where are the historical narratives that tell us:*

- *Baghdad was the centre of the modern world giving us lemons, mathematics and learning*
- *That the Halle Orchestra was set up by working class people*
- *That your British Cuisine was invented in countries you colonised*
- *That the abolition of slavery was started in Haiti; not Westminster*
- *The deaths in Ireland such as on Bloody Sunday were acts of murder*
- *That Scousers aren't scum football fans but victims of an establishment bias*

*Strength Based Conversations are talked about all the time, but they fall into the middle class white narrative, aimed at saving money on public services and maintaining power structures.*

*What would happen if we valued the history that was real, rather than made up by the victors - and work from the strength and desire of the communities of our country.”*



# The Power of Action



# GREATER MANCHESTER

DOING THINGS DIFFERENTLY FOR OUR **WORKFORCE**

GMCA GREATER MANCHESTER COMBINED AUTHORITY

 in Greater Manchester

## Greater Manchester Public Sector Leaders Race Equality Pledge





# The Power of Action



# GREATER MANCHESTER

DOING THINGS DIFFERENTLY FOR OUR **WORKFORCE**

GMCA  
GREATER  
MANCHESTER  
COMBINED  
AUTHORITY

  
in Greater Manchester

## Race Equality Change Agents Programme (RECAP)



# The Power of Action



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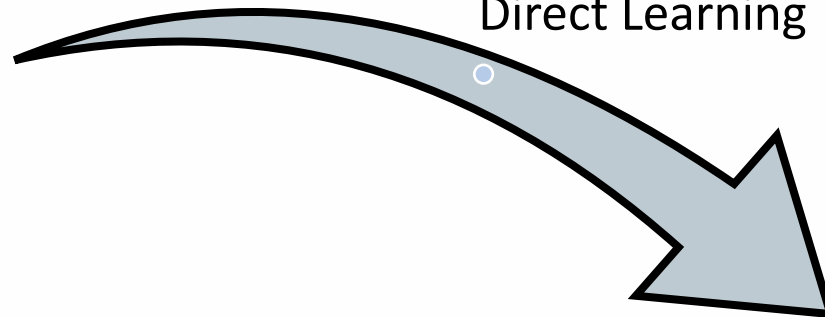
GMCA GREATER  
MANCHESTER  
COMBINED  
AUTHORITY

**NHS**  
in Greater Manchester

## Building Leadership for Inclusion

8 month  
programme

6 sessions of  
Direct Learning



6 Place Based Action  
Learning Sets

# The Power of Action



## Reverse Mentoring



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MANCHESTER**

DOING THINGS DIFFERENTLY FOR OUR **WORKFORCE**

**GMCA** GREATER  
MANCHESTER  
COMBINED  
AUTHORITY

**NHS**  
in Greater Manchester

# Hear my Voice



*“...so many BME staff I know over the years have become tired and exhausted with getting involved in making a difference, ie inclusion groups because nothing ever changes. Why are we not holding senior managers accountable for their lack of progress like we would do for any other area of everyday work? If change doesn't take place, people won't continue to fight and then everything remains the same.*

*We need real action and real change, not just tick box exercises that is now the norm.*

*I am tired! Real change is needed!”*

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"NO ONE IS BORN HATING ANOTHER PERSON BECAUSE OF THE COLOR  
OF HIS SKIN, OR HIS BACKGROUND, OR HIS RELIGION. PEOPLE MUST  
LEARN TO HATE, AND IF THEY CAN LEARN TO HATE, THEY CAN BE  
TAUGHT TO LOVE. FOR LOVE COMES MORE NATURALLY TO  
THE HUMAN HEART THAN ITS OPPOSITE."

- NELSON MANDELA

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Estephanie Dunn



**GREATER  
MANCHESTER**

DOING THINGS DIFFERENTLY FOR OUR **WORKFORCE**

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MANCHESTER  
COMBINED  
AUTHORITY

  
in Greater Manchester

Greater Manchester Trade Unions Race Equality Pledge