

## Greater Manchester Combined Authority

Date: 27<sup>th</sup> October 2023  
Subject: Greater Manchester Race Equality Strategy  
Report of: Councillor Arooj Shah and Sara Todd, Portfolio Leads for Equalities and Communities  
Report for: Greater Manchester Combined Authority

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### Purpose of Report

This report provides an update on the development of Greater Manchester Race Equality Strategy and outlines the next steps required to achieve meaningful change for our racially diverse communities.

### Recommendations:

The GMCA is requested to:

1. Note the contents of the report,
2. Consider their role in supporting delivery of the themes and actions within the proposed framework and development of a Race Equality Strategy
3. Endorse the key themes and actions set out in the report, including appointment of a political and organisational lead from each Local Authority to drive forward individual action and collective development of a Greater Manchester Race Equality Strategy.

### Contact Officers

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# Equalities Impact, Carbon and Sustainability Assessment:

## Recommendation - Key points for decision-makers

Insert text

## Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	<p>The Strategy will focus on People and Communities experiencing racial inequalities, and their intersectional protected characteristics, including disability, sex, age and sexual orientation</p> <p>People from ethnically diverse communities are disproportionately impacted by socio-economic issues</p> <p>The strategy will set a framework for public services to be more inclusive, including their workforce recruitment and culture</p> <p>The strategy will focus on the importance of lived-experience in shaping services and holding leaders to account</p> <p>The strategy will ensure the needs of different ethnicities are considered and targeted to achieve equitable access, experience and outcomes</p>
Health	G	<p>The strategy will be aligned with the GM NHS Integrated Care Anti-Racism Framework, underpinning their work on improving health, care and wellbeing, as well as partners to address inequalities in the wider determinants of health e.g. housing, transport, digital</p>
Resilience and Adaptation	G	<p>People from racially minoritised communities have been disproportionately impacted by the pandemic and cost-of-living crisis</p> <p>By improving workforce diversity and leadership, the needs of communities will be more understood and responded to</p> <p>The strategy aims to ensure racially minoritised people are treated equitably reducing their discriminatory vulnerability</p> <p>The strategy will be aligned with Greater Manchester Police's Race Action Plan</p>
Housing	G	<p>The strategy will inform delivery of housing and homelessness services, reducing discrimination and increasing equity of provision.</p> <p>The strategy will be aligned with activity underway within the Greater Manchester housing partnership to support accessibility and affordability of social housing. In addition it will inform the emerging Good Landlord Charter.</p>
Economy	G	<p>The strategy will focus on improving diversity of the public sector workforce, through inclusive recruitment and retention practices.</p> <p>In addition, it will drive improvements in the private sector through stronger leadership of the issue driving more targeted commissioning of work and skills programmes</p> <p>The strategy will be aligned with the Good Employment Charter and business support investment and activity</p> <p>The strategy will encourage local businesses to develop more inclusive recruitment and retention practices, increasing both employment for local people and strengthening innovation within their business</p> <p>GM has a very diverse population which is currently not being fully utilised for the benefit of the economy</p> <p>The strategy will set out ambitions for an inclusive and cohesive city-region, which may be more attractive to external investors.</p> <p>GMCA work and skills programmes will be aligned with the principles and actions of the strategy, with the aim to narrow the skills gap.</p>
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		
<b>Further Assessment(s):</b> Equalities Impact Assessment		
<b>G</b>	<b>A</b>	<b>R</b>
Positive impacts overall, whether long or short term.	Mix of positive and negative impacts. Trade-offs to consider.	Mostly negative, with at least one positive aspect. Trade-offs to consider.
		<b>RR</b> Negative impacts overall.

Carbon Assessment				
Overall Score				
Buildings	Result	Justification/Mitigation		
New Build residential	N/A			
Residential building(s) renovation/maintenance	N/A			
New build non-residential (including public) buildings	N/A			
Transport				
Active travel and public transport	N/A			
Roads, Parking and Vehicle Access	N/A			
Access to amenities	N/A			
Vehicle procurement	N/A			
Land Use				
Land use	N/A			
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.

## Risk Management

This paper describes work to manage risk relating to services for racial minoritised people.

## Legal Considerations

As set out in section 149 Equality Act 2010, a public authority (which includes the GMCA within its definition) must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This legislation is more commonly known as the Public Sector Equality Duty and is informed, amongst other things, in GM, by the research referred to in this report.

## Financial Consequences – Revenue

N/A

## Financial Consequences – Capital

N/A

**Number of attachments to the report: 0**

### Comments/recommendations from Overview & Scrutiny Committee

- The GMCA Overview & Scrutiny Committee commented that the suggested themes of the Strategy felt right.
- Members acknowledged the scale of the task ahead in addressing engrained systematic racism and suggested that the Strategy prioritised a few initial steps where levers to delivery were more readily available.
- In clarifying these initial steps, it would enable the required resources to be more evident.
- Strong leadership was felt to be vital to address the previous decades of structural inequality, beginning with all elected members as leaders in their communities. The visible leadership from the GM Mayor and members of the GMCA was also welcomed.
- The Committee recognised that the Race Equality Panel was made up of volunteers, whose role was to steer and engage everyone in this agenda, but that for doing so they should be financially valued and suggested that an allowance for panel members be considered by the GMCA.
- Members felt that one of the most prevalent areas for race inequality was the currently fragmented criminal justice system and suggested that the panel may wish to direct its focus on stepped changes here as a priority.
- In relation to inequalities within the workplace, members felt that akin to the gender pay gap, although issues are known, there needs to be a method by which racial inequalities can be strongly challenged or penalised. This could also be an area of initial focus for the Panel.
- It was suggested that the trailblazer deal would be a good opportunity to embed equality practices across a number of GM portfolio areas and as policies were developed, they could be checked in terms of any potential negative impact they would have to a particular race.
- Finally, despite the recognition that improved racial equity may take decades to evidence, the Committee were clear that actions were needed now to support those

communities in crisis. Scrutiny would welcome further opportunities to work alongside the Race Equality Panel, whether that be to gain insight into a particular issue or to coproduce a particular piece of work.

## **Background Papers**

The Independent Inequalities Commission is published at <https://www.greatermanchester-ca.gov.uk/what-we-do/equalities/independent-inequalities-commission/>

The research into racial inequalities in Greater Manchester by the Centre on Dynamics of Ethnicity is presented here <https://blog.policy.manchester.ac.uk/posts/2022/08/race-equality-in-greater-manchester-opportunities-and-challenges-of-collaboration/>

## **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

### **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

### **GM Transport Committee**

N/A

### **Overview and Scrutiny Committee**

See above

# 1. Background

- 1.1 The [Greater Manchester Independent Inequalities Commission 2021](#) identified structural racism as a top priority for any serious agenda to tackle inequality. *“2020 was a wake-up call. The Covid-19 pandemic exposed the fractures running across our society and the Black Lives Matter movement forced us to acknowledge and confront the intractable realities of structural racism”.*
- 1.2 In response, the Mayor of Greater Manchester, in his 2021 Manifesto committed; *We will ask our Race Equality Panel to help us develop a Race Equality Strategy for Greater Manchester.* In November 2022, the Greater Manchester Tackling Inequalities Board, chaired by the Portfolio Leader for Equalities and Communities, endorsed the development of a Greater Manchester Race Equality Strategy, codesigned by Race Equality Panel members working with Greater Manchester public sector policy leaders and other cross-sector stakeholders, to ensure it adds value to current activity and secures the commitment and resources required to create sustainable change.
- 1.3 Established in December 2020, the Race Equality Panel is one of seven Greater Manchester Equality Panels; residents volunteering their time to share their lived experiences, insight and expertise, to proactively support and constructively challenge political leaders and policymakers to tackle the discrimination and disadvantage that cause injustice and inequality in society, as well as championing Greater Manchester as an inclusive city-region. The Race Equality Panel has focused its efforts on policing and criminal justice, education, employment, leadership, mental health and housing and homelessness. Examples of impact include the development of a Race Equality Charter for Schools adopted by secondary schools across Greater Manchester and hosting of two successful Employment Summits for employers. Membership reflects Greater Manchester’s racial diversity, across different demographics, districts, sectors, and other interests, and has recently been refreshed to bring in new perspectives, ideas, and energies.

# 2. Racial inequalities in Greater Manchester

- 2.1 Research published in 2022 by the [Centre on Dynamics of Ethnicity \(CoDE\)](#) (University of Manchester), supported by the [Greater Manchester Combined Authority](#), set out in stark terms the failure to address racial inequalities effectively, with gaps in outcomes experienced throughout the life course from early years

through to older age, across education, employment, health and wellbeing, and criminal justice. National and local data and research includes

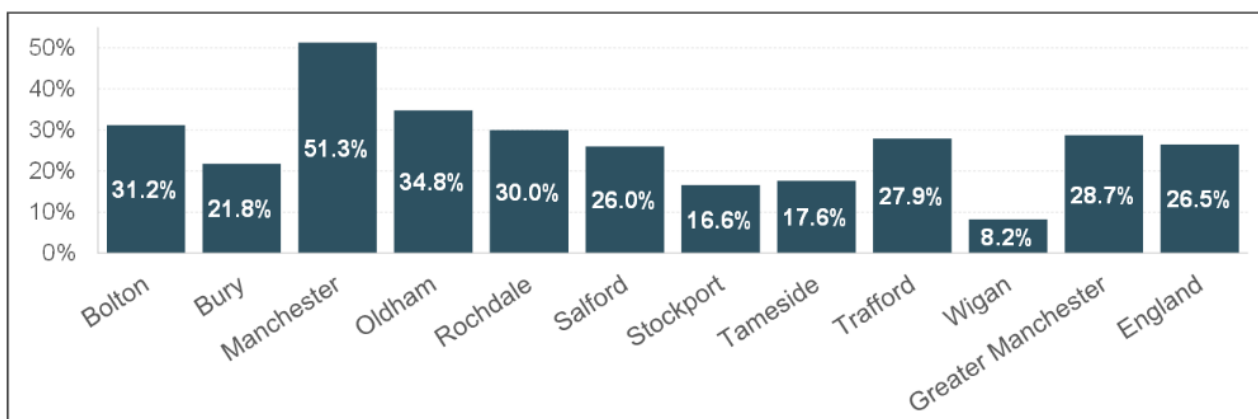
- Employment (GM) - there is a 16% gap in employment rates of White British (75% employment) and other ethnicities (59%). This is the same % gap as in 2014. One third of Black workers and 27% of Asian workers are paid below the living wage, compared with 21% of White workers. Whilst different ethnicities constitute 20% of all young people (aged 16-18), among apprentices they make up just 8%.
- Public Sector Workforce (GM) – if you are from a racially minoritised community, you are less likely to see people like you in senior positions of organisations, more likely to be subject to a formal disciplinary and less likely to earn the same hourly rate as your white counterparts
- Cost of Living (GM) - Racially minoritised people are most likely to experience food insecurity, find it difficult to pay energy costs and be in insecure employment. Nationally, all other ethnic groups have higher levels of people living in relative low-income households compared to White British
- Housing (UK) - 44% of Black and 27% of Mixed Ethnicity live in social housing compared to 16% of White British. Black and Asian people are more likely to live in overcrowded housing. One in three Black people who have experienced homelessness have also faced racial discrimination from a landlord, six times more than the general population
- Children and Young People (UK) - Black children are more likely to be in care and less likely to be adopted than White children. Though Asian children are less likely to be in care, they are even less likely than Black children to be adopted. Take-up of funded childcare shows that children who speak English as an additional language are nearly three times as likely not to take up their full five terms of eligible preschool. Black Caribbean pupils are disproportionately represented in different types of SEND identification.
- Health (UK) - The rates of compulsory admission to acute mental health services are much higher for Black, Mixed Black, and Mixed Asian patients. Black women in England are more likely to be diagnosed with late-stage cancer. South Asian women are at higher odds of being diagnosed with late-stage breast and ovarian cancers. Black men are at a greater risk of developing prostate cancer. The risk of maternal death is four times greater for Black women and two times greater for Asian women compared to White women in England.

- 2.2 The reasons are complex, with a legacy of structural and institutional racism. Successful action to address inequality has been driven in local activities by those committed to racial justice, but more is needed. The need for greater accountability and to recognise structural and institutional racism is central to effective policy making.
- 2.3 Lack of local evidence on race equality is a major issue and needs to improve. Better data collection and lobbying for data and evidence is vital if we are to track change and to tailor our local programmes to meet the needs of residents. Better information must take account of the lived experience of racially minoritised communities. The importance of working with people experiencing racial inequalities to design solutions is key, and diversifying workforce and leadership.
- 2.4 Some of the issues raised sit beyond the powers and duties of GMCA, and here GMCA have a role in influencing partners to address them. In making representations and responding to consultations GMCA need to identify and challenge central government on these issues.

### 3. Good Lives for All

- 3.1 The vision of the Greater Manchester Strategy is ‘Good Lives for All’, with a central pillar being a Fairer Greater Manchester. This must equitably apply to our increasingly ethnically diverse population. The 2021 Census estimated that there are 821,801 Greater Manchester residents from an ethnic minority. This equated to 28.7% of Greater Manchester’s population, slightly above the England average of 26.5%. Whilst there are considerable differences, diverse ethnicities make up a sizeable percentage of the population within each locality, and as such barriers and opportunities can not be overlooked.

Percentage of the population from an ethnic minority group, 2021



Source: ONS, Census 2021



- 3.2 Furthermore, between 2011 and 2021, the ethnic minority population of Greater Manchester increased by 280,960. This represented growth of 51.9%, significantly above the national increase of 39.3%, and largely driven by new arrivals – more than three quarters (77.4%) of the increase was accounted for by people who had settled in the UK since 2011. All ten Greater Manchester districts saw an increase in the number of ethnic minority residents between 2011 and 2021, with those districts that previously had a relatively small ethnic minority population experiencing the highest percentage growth rates.
- 3.3 In addition, the median age of Greater Manchester’s ethnic minority residents in 2021 was younger than that for the White British population (29 years compared to 41 years). The increase in Greater Manchester’s total working-age population (up 4.1% between 2011 and 2021) was driven by an increase in working-age ethnic minority residents (up 52.9%). In contrast, the White British working-age population decreased by 8.1%.
- 3.4 This ongoing demographic change confirms the requirement for public services to respond to the needs of a diverse range of ethnic groups. This includes representation within public life, given the relative lack of ethnic diversity amongst leaders, decision-makers and the wider workforce in many organisations.
- 3.5 A Race Equality Strategy is therefore essential in securing an explicit focus in the Greater Manchester Strategy on people and communities experiencing racial inequalities. To ensure that the strategy is not only aspiration but also measurable, it is imperative to establish a comprehensive set of performance measures that are specifically linked to racial inequalities and discrimination. These will be developed through collaboration between the Race Equality Panel and Greater Manchester policy leads, ensuring a holistic and insight-led understanding of the key areas of improvement and progress required to advance racial equity. By regularly publishing progress, residents will be able to see the difference being made, building trusting relationships with often disenfranchised communities.
- 3.6 Furthermore, whilst there is an explicit focus on race and ethnicity, people are not defined by just one characteristic, and improvements in outcomes will be across people’s sex, disability, age, maternity and other protected characteristics.

## **4. Developing the strategy**

- 4.1 Whilst development of a Race Equality Strategy sits within the Equalities and Communities Portfolio, providing strategic leadership and oversight, the delivery

and accountability of policy activity continues to sit with individual localities, organisations and boards. It is therefore imperative that the strategy is developed with partners and communities.

- 4.2 The key themes and actions set out below have been informed by a series of workshops involving senior officers and policy leads from across the public, private and voluntary sectors, including Local Authorities, Greater Manchester Police, Greater Manchester NHS and Greater Manchester Housing Partnership, alongside representatives of the Race Equality Panel. These have been facilitated independently by Dr Nigel de Noronha of the Centre on Dynamics of Ethnicity (CoDE) (University of Manchester).
- 4.3 In addition, there is a wide range of activity and good practice across the public sector organisations, which have been collated and evaluated, as well as research on other regions approaches and sector equality frameworks, to gain a full understanding of the current landscape and opportunities to change. The ambition is to align with other equality standards, avoiding duplication and achieving a consistent and collaborative approach.
- 4.4 The emerging themes and actions have also been explored with Local Authority Chief Executives in a deep-dive strategy session and with Overview and Scrutiny Committee. In both sessions the overarching importance and ambitions of the strategy, as well as the key themes and actions, received strong endorsement.

## **5. Ambitions and themes**

- 5.1 *Racism is endemic in society with inequalities evident in the lived experience of racialised minorities. Racism informs the way we are taught to see the world. Addressing this requires an anti-racist approach, a willingness to challenge the inequalities that we see. Demographic change in Greater Manchester means that racialised minorities form an increasingly important part of the pool of potential employees and service users. A vision for race equality in Greater Manchester includes equal workforce representation and fair outcomes, access and treatment by public services. This requires an accountable leadership that demonstrates commitment to delivering race equality.*  
*Dr. Nigel de Noronha, March 2023, Centre on the Dynamics of Ethnicity, University of Manchester*
- 5.2 Five key themes have emerged from the research and stakeholder engagement.

1. Clear and effective leadership in race equality, reflected both politically and at senior levels in organisations. *This should be informed by*
2. Accountability to the communities served based on engagement with the diverse people of Greater Manchester around service improvements. *This should be supported by*
3. Commitment and resources from public, private and voluntary services to achieve meaningful improvements in outcomes and experiences of racialised minorities. *This should deliver*
4. Transparent, agreed, and recognised performance measures that deliver fairer outcomes for racialised minorities, and utilising lived experiences of racism and racial inequalities to make more informed decisions to address structural, institutional and interpersonal manifestations. *This should be enabled by*
5. Removal of employment barriers to recruiting fairly from local communities and ensuring workplace environments are supportive and provide similar opportunities for job satisfaction, development and progression.

5.3 The themes come as no surprise and align with the 'ways of working' that underpin the sustainable and equitable delivery of all commitments and outcomes in the Greater Manchester Strategy. However, they are difficult to shift in terms of organisational culture and capacity and embed as core business. It is therefore essential leaders and stakeholders at all levels are engaged throughout the development of the strategy, to ensure the actions are SMART, add value to current activity, delivered consistently across localities and organisations, and be sustained.

## **6. Emerging actions**

- 6.1 From the workshops, good practice from public services and desktop research of other city-regions, the following practical actions have been identified to achieve change in the key themes. These are intentionally 'enablers' rather than thematic, providing a framework for all organisations to adopt to underpin their individual strategies and activity, and that will drive and evidence progress to staff and communities in achieving racial equity in services and outcomes.
- 6.2 Some of the actions listed below are immediate, others require more long-term change, to ensure sustained prioritisation of tackling racial inequalities and demonstration of impact for communities. It is recognised that organisations will already be progressing some of the actions, or others will be more challenging to

implement. The intention is to agree and implement this framework consistently across local authorities and encourage others across all sectors to adopt.

6.3 The framework will underpin and enable development and delivery of an effective Race Equality Strategy. In addition, the good practice set out below can be expanded across protected characteristics, to benefit other communities-of-identity and the multiple intersections people have.

Themes	Actions
Leadership	Political and executive leadership publicly demonstrate understanding of local communities and show commitment to reducing racial inequalities
	Executive or director level sponsor is appointed with a commitment to advancing anti-racism within organisation
	The executive / director creates and leads safe spaces for the development of reflective practices on race, for example staff network meetings.
	Evidence of inclusive leadership education for all executive directors.
	All senior managers have a personal development plan goal agreed around racial equality, diversity and inclusion, and a process to report annually the percentage of these goals that have been met.
	Diversity of Political or Executive leaders by ethnicity matches closely the diversity of the local population
	Co-ordination at Greater Manchester level to facilitate sharing of challenges, opportunities, and achievements across the area
Accountability	Clear evidence of action to make anti-racism work mission critical
	A race equality performance dashboard that includes performance against the workforce disparity and other race-specific targets as appropriate is used and presented quarterly to Executive / Board
	Race is considered in all service and policy development and decision making, with this documented and published (for example by consistently and comprehensively using Equality Impact Assessments)
	Proactive communication of a zero-tolerance approach to racism
	Established and evaluated engagement mechanisms for racially minoritised service users and residents.
	Work with partners in the public, private, community and voluntary sectors to address race equality priorities, reviewed on a regular basis

	Active engagement in planning and delivering activities that foster good community relations
	Ethnically diverse staff review progress and any learning be built into the following year's plans
	Understanding of the level of participation in civic life and decision-making by different ethnic communities, with action taken to address inequalities.
Commitment and Resources	Set and publish at least one stretch goal that goes beyond legal frameworks compliance
	Provide funding for sustainable access to infrastructure for community-led organisations in racially-minoritised communities
	Develop mechanisms to learn from previous experiences of effective action to address race equality
	When commissioning and procuring services, processes and practices consider diverse needs of racially minoritised service users
Performance Measures	Up to date and comprehensive race equality data is used regularly to plan, predict, and assess impacts of decisions and business as usual practice, with impacts monitored and reviewed
	Develop an agreed set of performance measures across Greater Manchester that reflect the things that matter to racialised minorities, with established methods of collecting information on these across all organisations
	Ongoing demonstrated progress on reducing identified racial inequalities
Workforce	Robust and comprehensive set of employment data (informed by the local labour market) to inform workforce strategy and management practice, to improve the recruitment, retention, progression, and work experiences of racialised minorities in Greater Manchester
	Leadership development for ethnically diverse workforce
	Evidence of racial diversity within disciplinary and grievance processes
	Positive health and wellbeing culture throughout all levels and areas of the workforce

## 7. Leadership and accountability

7.1 Strong leadership will be essential in driving meaningful change. As such a crucial action above, and recommendation in this report, is for **each local authority to**

**appoint a designated political and senior lead officer.** These leads will be convened to drive forward the ambitions and delivery of a collective Race Equality Strategy, ensuring clear accountability and progress on the themes and actions within the framework by individual partners.

- 7.2 The leads will be asked to independently reflect on their organisational policies and practices against the actions set out above to identify areas for change and improvement. In addition to individual reflection, a collaborative approach will enable sharing good practice, successes, and challenges, learning from each other's experiences and collectively driving progress. Throughout this, the leads will engage with the Race Equality Panel and other relevant stakeholders to ensure the voices of our communities are leading and embedded within strategy and action.
- 7.3 The proposed actions align with equality standards suggested by the Local Government Association (LGA) and the new statutory NHS Equality Framework, as well as other equality benchmarks. This ensures the strategy represents an adherence to industry best practice and aligns to (not duplicate) the ongoing work local authorities and key partners have been undertaking to advance race equality. This will amplify the individual impact of efforts in championing racial equity across organisations, sectors, and communities.
- 7.4 Whilst the arrangements for monitoring and reporting progress against a new strategy by organisations and collectively are to be developed by the designated leads, it is crucially important to ensure transparency, accountability and credibility with staff and communities. As such there is the expectation at the very minimum that each organisation will publish an annual statement highlighting their achievement, challenges, and future plans in addressing racial inequalities. And that these individual statements will be collated and evaluated to provide annual review across the city-region of efforts and progress. This will be presented to the Race Equality Panel and Tackling Inequalities Board, enabling independent and systemic check and challenge from stakeholders, and the identification of intersectional barriers and opportunities, prior to formal reporting to the GMCA. This strategic overview will drive coordinated action for future initiatives and play a pivot role in actualising the vision of racial equity.

## **8. Workforce diversity**

- 8.1 Workplace cultures often act as a barrier to delivering race equality and in the worst cases reflect toxic attitudes to racialised minorities

*Our investigation found reoccurring instances of residents being treated in dismissive, inappropriate or unsympathetic ways. In some instances, the language used was derogatory*

*Housing Ombudsman on Rochdale Boroughwide Housing*

- 8.2 As stated above, a key theme highlighted was the “Removal of employment barriers to recruiting fairly from local communities and ensuring workplace environments are supportive and provide similar opportunities for job satisfaction, development, and progression.”
- 8.3 The demographic changes mean that we have growing numbers and diversity of ethnic minority communities with implications for both recruitment and service delivery. Greater Manchester Human Resources Directors’ Network have commenced a project with the ambition to accelerate the broadening of local authorities’ workforce to reflect the diversity of the Greater Manchester population. This work explores the use of workforce representation targets, specifically on race and disability, by Greater Manchester local authorities and identifies areas for the local authorities and GMCA to work collaboratively on to increase representation within their workforces. The three areas identified for further development are:
- i. Development of a Greater Manchester Local Authority Workforce Equality Standard/Framework. The purpose is to help organisations review, monitor and improve their performance which takes into account both individual authority’s priorities and perspectives and the conurbation’s wider stated inclusion objectives. This will enable each authority to measure and monitor progress as well as providing the basis for us to develop areas for collaborative action.
  - ii. Leadership Development - to commission the design and delivery of a sustainable targeted Leadership Development programme to build the talent that can apply and progress to senior leadership roles within GM. The commission would include; Programme design in partnership with locality HR, OD and EDI practitioners as well as Employee Groups and senior leaders; Programme delivery and facilitation to include direct delivery, agreeing third party contributors, liaison with local authorities etc. Programme sustainability management to transition the approach so it can be delivered in-house by local authorities across GM going forward and subject to evaluation.
  - iii. Increasing employer attractiveness by focussing on inclusive public services. This will include extending the current mutual mentoring scheme connecting

senior leaders to those with lived experiences of disability and racial inequality across public sector employers in four boroughs more widely across the GM local authorities. This scheme has received overwhelmingly positive feedback. Additionally, extending the current programme of community engagement to understand perceptions in relation to public service employment in general and barriers in particular across communities experiencing racial inequality and disabled groups which is taking place within the four boroughs wider across local authorities. This programme has led to the identification of seven clear opportunities for change which the project is now seeking to address through practical exemplar activities in the boroughs, a community of practice and best practice toolkit.

- 8.4 A programme manager, hosted by GMCA, is being recruited to help drive the Workforce Inclusion agenda over the next two years and bring change at pace.

## **9. Summary and next steps**

- 9.1 Creation of a Race Equality Strategy provides a fresh opportunity to tackle longstanding and chronic inequalities, disadvantage and discrimination faced by racially minoritised communities across the city-region. By embedding new ways of working through the proposed framework, that are transparent and accountable to residents and staff, empowered through strong leadership and commitment of resources, real change can be made by individual organisations and collectively across the Greater Manchester system and wider society. Change will not happen overnight, will be difficult to achieve, and highlight failures in past attempts, but these are not reasons to not try.
- 8.2 Driving forward with workforce change and appointment of political and organisational leads will enable an ambitious yet tangible Race Equality Strategy to be developed and implemented, ensuring that measures and actions align with our ambitions for Greater Manchester, and fostering accountability to communities, building trust and delivering evidential change in outcomes.
- 8.3 If agreed, the leads will be convened by December 2023 and progress reported to GMCA in March 2024



## **10. Recommendations:**

The GMCA is requested to:

1. Note the contents of the report,
2. Consider their role in supporting delivery of the themes and actions within the proposed framework and development of a Race Equality Strategy
3. Endorse the key themes and actions set out in the report, including appointment of a political and organisational lead from each Local Authority to drive forward individual action and collective development of a Race Equality Strategy.