# Greater Manchester Race Equity Framework

March 2025



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## Introduction

The [Greater Manchester Independent Inequalities Commission 2021](https://www.greatermanchester-ca.gov.uk/what-we-do/equalities/independent-inequalities-commission/) 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”.*

Research published in 2022 by the [Centre on Dynamics of Ethnicity (CoDE)](https://www.greatermanchester-ca.gov.uk/media/7945/race-equality-in-gm-july-2022-code.pdf) (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.

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.

In October 2023, GMCA leaders agreed the new Race Equity Framework. ([Full report here](https://democracy.greatermanchester-ca.gov.uk/documents/s29414/9%20GMCA%20Race%20Equality%20Strategy%2027th%20October%202023.pdf)). In addition, each Greater Manchester Local Authority, as well as GMCA and Transport for Greater Manchester, have appointed a designated political and senior lead officer, responsible for driving forward the ambitions and delivery of the framework within their organisations, and collectively across Greater Manchester.

## The Race Equity Framework

### Aim one

Clear and effective **leadership** in race equity, reflected both politically and at senior levels in organisations.

#### Key deliverable

A Political and Organisational Lead (Director) are appointed with responsibility for advancing anti-racism within the organisation.

#### Supporting actions

Progression of the Race Equity Framework is a standing agenda item at senior leadership meetings, or a new senior board, with Councillor/Director leadership, is established to lead, monitor and be accountable for the framework.

Political and Organisational Leads proactively engage in safe spaces for the development of reflective practices on race, for example mutual mentoring and staff networks.

Staff networks provide quarterly updates to senior leadership.

Political and Organisational Leads engage with collaboration at Greater Manchester level to facilitate sharing of challenges, opportunities, and achievements across the area.

#### Key deliverable

All senior staff have a personal development plan goal agreed around racial equity, and there is a process to report annually the percentage of these goals that have been met.

#### Supporting actions

Anti-racism, diversity and inclusion training is mandatory for all Elected Members and senior staff.

Inclusive leadership education is undertaken by all senior staff.

### Aim two

**Accountability** to the communities served based on engagement with the diverse people of Greater Manchester around service improvements.

#### Key deliverables

Political and Organisational Leaders publicly demonstrate understanding of local communities and commitment to reducing racial inequalities.

#### Supporting actions

There is proactive communication, engagement and events that makes clear a zero-tolerance approach to racism and organisational commitments to tackling inequalities and fostering community relations.

Participation in civic life and decision-making by different ethnic communities is measured, with action taken to address inequalities. For example, Civic Leadership Programmes delivered to encourage the diversification of Elected Members and other civic roles.

#### Key deliverables

Progression of the Race Equity Framework, including performance measures, is publicly available and presented to relevant staff, service user and resident networks, with their feedback incorporated into future actions.

#### Supporting actions

Mechanisms for supporting and engaging racially minoritised residents, service users and staff are in place and their effectiveness evaluated.

Antiracism statements, policies and processes are in place to inform staff / manager training and encourage reporting / recording of incidents and actions taken.

### Aim three

**Commitment and resources** from public, private and voluntary services to achieve meaningful improvements in outcomes and experiences of racialised minorities.

#### Key deliverables

Race is considered in all strategic, commissioning and operational development and decision making, with this documented, measured, monitored and reported, for example by consistently and comprehensively using Equality Impact Assessments.

#### Supporting actions

The organisation sets and publishes at least one stretch goal that goes beyond legal frameworks compliance.

Funding is provided for sustainable access to infrastructure support for community-led organisations in racially-minoritised communities.

Mechanisms are in place to learn from locality and/or cross-sector experiences of strategic and operational delivery that impact race equity.

### Aim four

Transparent, agreed, and recognised **performance measures,** utilising lived experiences of racism and racial inequalities.

#### Key deliverables

An agreed set of performance measures across Greater Manchester that reflect the things that matter to racially diverse communities is collected, monitored and reported (with established methods of collecting information on these across all organisations).

#### Supporting actions

Data on race and ethnicity is collected in all appropriate service delivery.

Up to date and comprehensive national and local data and research is used to predict, plan and assess the impact of strategic and operational delivery.

Resident, service-user and staff feedback, interviews, consultation and engagement are used to monitor access, experience and outcomes and identify issues related to race (in addition to quantitative data).

### Aim five

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.

#### Key deliverables

Robust and comprehensive employment data (informed by the local labour market), alongside involvement of staff networks, is used to inform workforce strategy and management practice.

#### Supporting actions

Proactive, targeted and appropriate promotion of employment opportunities to racially minoritised communities.

Leadership development programmes for racially minoritised staff.

Equality, Diversity and Inclusion is resourced to provide an effective package of training and support to the organisation.

Anti-racism, diversity and inclusion training is compulsory for all staff.

Evidence of racial diversity within disciplinary and grievance processes.