

North West Black, Asian and Minority Ethnic Strategic Advisory Committee

Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop CCG) response to the Assembly Statement

Question 1

The Assembly has set out its vision, mission and objectives, to support the NHS in the North West to be anti-racist; please describe your own organisation's commitment to achieving this?

NHS Tameside and Glossop Clinical Commissioning Group and Tameside Council together form Tameside and Glossop Strategic Commission. Integration of commissioning means the services we provide on behalf of local people are more effective, more impactful and deliver better value for public money.

Tameside & Glossop Strategic Commission are committed to reducing inequality and improving the lives of the most vulnerable members of our community – including those from different ethnic backgrounds.

The creation of the Strategic Commission has provided the opportunity to jointly set out our approach to equality and diversity for all our residents, patients and service users across Tameside and Glossop for the first time. Our [One Equality Scheme](#) sets out the equality objectives for both organisations – a key objective being our aim to reduce inequalities and improve outcomes for all. We want Tameside & Glossop to be an area where our ethos of equality is embedded into everything we do, ensuring that provision of services does not discriminate and that discrimination in all forms is challenged.

Inequalities Reference Group

Tameside & Glossop Inequalities Reference Group was established in November 2020, providing a forum to enable the sharing of ideas on carrying out our responsibilities under the Equality Act 2010 and the Public Sector Equality Duty – with the ultimate aim of reducing inequality across Tameside & Glossop. Whilst the group is not a decision making body, it makes recommendations for action via existing governance structures and steers action to address inequalities via a number of work streams.

Membership of the group is made up of representatives from a range of public sector and VCSE organisations across the area. The group has selected a number of areas of focus:

- Community Cohesion
- Digital Inclusion
- Emotional wellbeing (isolation and loneliness)
- Reducing barriers to accessing information
- Voice of people with learning disabilities
- Voice of people with physical disabilities
- Young people

Of these areas of focus, community cohesion and reducing barriers to accessing information are particularly relevant to our anti-racism position. Community cohesion will focus on connecting different communities across Tameside and Glossop, enabling them to grow in harmony rather than in conflict. To do so, current racial tensions between communities will

be addressed. Reducing barriers to accessing information will look at ensuring equitable access to information and services for all groups and communities in the area, which will involve proactively tackling racially discriminatory structures and processes that may exist.

Tameside Independent Advisory Group (IAG)

The Independent Advisory Group meet on a weekly basis to discuss issues such as community cohesion in Tameside and act as a scrutiny panel for Police Stop and Search and other police related issues. The Strategic Commission's Community Cohesion Officer chairs the IAG group.

Involving Lived Experience

The Tameside and Glossop humanitarian response to Covid-19 has been a main priority over the last 12 months, but we have also focused on understanding the lived experiences of our residents, patients, carers and service users, from across different protected characteristic groups. This is essential to enable us to understand the needs of people living in our communities. Over the course of 2021 we will be developing a flexible model and approach to engaging and involving people who are experts by experience which will provide us with more insight to deliver the most equitable services possible.

The People Plan

From a workforce perspective, the Strategic Commission's People Plan plays a critical role in embedding an anti-racism approach and in addressing race-related issues within our workforce.

The People Plan is underpinned by our STRIVE values of Support, Trust, Respect, Integrity, Value difference and Engage. The plan outlines priorities such as having a workforce that is representative of the area and supporting a vibrant, innovative and inclusive culture.

Strategic objectives and measures related to race in the People Plan include:

- Increase the diversity of the workforce
- Have creative recruitment processes to ensure that we reach a diverse audience
- Increase the diversity profile of applicants
- Celebrate diversity and promote equality within our workforce
- Diversity profile of the workforce reflects the community we support
- Employee engagement is measured, evaluated and acted upon

Question 2

Please share the key points from feedback you have had from staff within your organisation, which has helped you to shape this commitment:

The Strategic Commission wants to enable staff to actively share their feedback to inform change. Indeed, the People Plan detailed above stresses the importance of workforce engagement to promoting health, wellbeing and equality at work. Our employees represent the communities and patients we serve, therefore it is essential that disadvantaged and disconnected groups have access to forums through which they can give feedback on their own personal experiences.

Employee network groups are a useful mechanism for such experiences alongside a supportive structure and the appropriate governance.

BAME Staff Network

A Tameside and Glossop BAME Staff Network has been established and is chaired by a member of staff nominated by the network themselves. The network have developed a work plan for 2021, with colleagues from Human Resources, Workforce Development and the Policy team attending network meetings when requested to support on various pieces of work. The work plan will be implemented during the course of 2021.

Covid-19 Whole Staff Survey

A whole staff survey was conducted during the summer of 2020 to establish how staff were finding working during the pandemic and lockdown. Demographic data was collected as part of this survey, allowing results to be analysed by protected characteristic group. Some key results from the survey in relation to race include:

- 66% of BAME respondents had only worked from home during the pandemic, slightly higher than white respondents (62%)
- 20% of white respondents disagreed that working from home had been better for them, compared to 8% of BAME respondents
- Both white and BAME respondents felt that they were able to work more flexibly through Covid-19 than they were before (95% and 97% respectively)
- 54% of BAME respondents stated that there were no barriers to them working as flexibly as they liked, compared to 44% of white respondents
- 60% of BAME respondents felt that they wanted to take time out from work for personal commitments in the future, compared to 50% of white respondents
- Both groups felt that work life balance was better
- There was no difference between groups in accessing support (e.g. from Mental Health First Aiders or Line Manager)

The Strategic Commission are also currently looking to procure an employee engagement tool which will allow us to ask pulse questions to staff on varying topics.

All Staff Briefing Sessions

A number of all-staff briefing sessions have been offered during the Covid-19 pandemic. These briefing sessions have been led by the Chief Executive, or other members of the Single Leadership Team, and have provided up to date information on Covid-19 data and developments to participants. They have also offered the opportunity for questions and queries from the workforce. The briefings are run virtually through Zoom and are available to all staff members.

Question 3

Please give an overview of what you are going to do differently as a senior leadership team, in order to put this commitment in to action

Our Single Leadership Team is committed to delivering equitable services for all communities across Tameside & Glossop.

The Executive leader of Tameside Council, Councillor Brenda Warrington, is the Greater Manchester lead for Equalities and Age Friendly Manchester. Councillor Warrington chairs the Greater Manchester Tackling Inequalities Board. During the recent Race Equality Week Councillor Warrington stated:

“The Covid-19 pandemic and Black Lives Matter movement have shone a light on the long-standing inequalities and the discrimination that exist in our society. We have to do more to increase equity and to improve relationships across our communities and within public services.”

Detailed below are just some examples of the steps currently in place through to help us achieve this.

Workforce Race Equality Standard (WRES)

Tameside & Glossop are committed to addressing any inequalities that exist for colleagues and residents and welcome the WRES as a tool to show where improvements may be needed so as to establish and maintain inclusive workplaces for all.

The Workforce Race Equality Standard (WRES) has been developed by NHS England as a tool to measure improvements in the workforce with respect to Black & Minority Ethnic (BME) staff. The WRES tool comprises a total of nine indicators split across Workforce Data, National NHS Staff Survey and Trust Board Representation.

Tameside & Glossop's WRES data can be accessed [here](#).

NHS England Inclusive Leadership Programme

The Strategic Commission's Human Resources Director recently participated in the NHS Leadership Academy's Building Leadership for Inclusion Programme. The three main aims of the programme are to:

- Identify what needs to be focused on, learned, noticed and spoken about by leaders in organisations to effectively address discrimination and most importantly, to prevent discrimination from happening in the first place.
- Describing and determining how leadership mind sets, knowledge, strategies and action can support, secure and sustain progress on inclusion.
- Identify ways leadership development can play a key role in building the necessary leadership capabilities for creating inclusive cultures through leadership development.

As a Strategic Commission we are committed to continue to work with colleagues from the Leadership Academy to embed the aims of the Leadership for Inclusion Programme within our organisation during 2021.

Greater Manchester Race Equality Change Agents Programme

The [Greater Manchester Race Equality Change Agents Programme](#) (RECAP) is hosted by Northern Care Alliance and is attended by volunteers from the public sector who want to make a change in their organisation to contribute toward racial equality.

RECAP is a 6-month programme, with volunteers attending monthly seminar sessions and weekly drop in sessions that support a race-equality based project in their own organisation. A number of Tameside & Glossop Strategic Commission staff members have been encouraged to complete the programme, and in the process have helped to implement projects within the organisation such as the aforementioned BAME Staff Network.

The second cohort of the programme is currently underway, with Strategic Commission staff again in the process of designing projects to promote race-equality in the organisation.

Implementation of Workforce Inequalities Training

During 2021 the delivery of mandatory Equality & Diversity, Unconscious Bias and Let's Talk Race workforce training will be rolled out across the Strategic Commission. All staff and managers will be expected to complete a refresh of the training annually. Face to face training is also being developed, which will be delivered digitally to enhance our mandatory e-learning offer.

There will also be professional development opportunities and support with progression backed by the launch of management and leadership development programmes, which will be discussed during Annual Development Reviews (ADRs). We will also be introducing a new competency framework ensuring all staff and managers are equipped with the necessary skills, knowledge and behaviours to support a more diverse and inclusive workforce.

Tameside and Glossop Strategic Commission Corporate Plan

['Our People Our Place Our Plan'](#) outlines our aims and aspirations for the area, its people and how we commit to work for everyone, every day.

The plan is structured by life course – Starting Well, Living Well and Ageing Well, underpinned by the idea of ensuring that Tameside & Glossop is a Great Place, and has a Vibrant Economy. Within each life course we have identified a set of goals that set out what we want to achieve for people in the area throughout their life.

The plan is supported by a list of our public service reform principles that define the ways of working we will take on to achieve those goals. The principles are Greater Manchester-wide idea that we have adopted locally and will redefine our relationship with residents – doing with, not to.

Question 4

Given where we are with the second wave of the pandemic, please give an overview of how you are going to focus on some immediate challenges facing our BAME colleagues and communities e.g. the health and wellbeing of staff, in particular building on risk assessments for BAME staff:

Risk Assessments

During the Covid-19 pandemic all staff working in Tameside and Glossop were asked to complete risk assessments supported by their relevant line manager. The risk assessment aims to highlight if staff have any direct contact with members of the public or if the member of staff is involved in care giving themselves.

Within the risk assessment there is a specific section that refers to BAME staff and male BAME staff over the age of 55, who have been shown to be at a higher risk of Covid-19. This helps to ensure that risks have been identified and that arrangements are put in place to reduce the risks posed to them by Covid-19 when undertaking their work activity.

Take up of the flu and the Covid-19 vaccines by staff in particular BAME staff

The Chief Executive / Accountable Officer of the Strategic Commission communicates an All Staff Weekly Brief, which includes progress on both the flu and the Covid-19 vaccination programme.

Weekly Briefs have highlighted those groups where uptake of the Covid-19 vaccine has been slow and signposted to vaccine safety videos for staff to share with colleagues and local residents. Weekly Briefs have also promoted the availability of free flu vaccinations for Strategic Commission staff.

The Community Champions Network (covered in more detail below) is also a driving force in supporting increased uptake of the vaccine – including amongst our BAME colleagues and communities. All colleagues across the Strategic Commission have been encouraged to sign up to the network, where up to date information about Covid-19 and vaccine progress is shared. A high proportion of our workforce live in Tameside & Glossop, so many of our targeted communications and messaging will also be relevant to them.

Primary Care – GP Practice

As part of the Primary Care Quality Outcomes Framework practices are required to complete a population risk stratification and are asked to identify those patients most at risk of an adverse reaction to Covid-19 and to proactively review their care. This includes our BAME, communities which are in the 20% of our most deprived neighbourhoods and those who haven't had a review from their GP in the last 12 months.

Ensuring BAME communities are not disproportionately impacted by any temporary changes to services; and that as services are brought back on line, health inequalities are not made worse

On an ongoing basis service leads, commissioners and contract managers from the Tameside and Glossop Strategic Commission are required to engage with local residents/patients when undertaking a change in service provision and/or a contract. Targeted work is then required to ensure any decision to change that service or contract is done so in a safe way and supported by an evidence base that has regard to the law and the impact on equalities, quality and the public, patients and service users.

Information is collated and analysed from service users to ensure they have sufficient evidence to understand the impact, quality and effectiveness of the service and/or contract.

Equality Impact Assessments (EIAs)

Equality Impact Assessments (EIAs) are an important tool in monitoring and demonstrating how the Strategic Commission has paid and is paying due regard to the public sector equality duty, and the NHS Equality Act 2010.

The EIA process allows the Strategic Commission to consider the ways in which our services are delivered and how this might impact upon the various individuals and groups who use a particular service. In doing this, we are able to identify any potential barriers to access and offer mitigations to these. EIAs help us to better understand the needs of service users, and help raise awareness of the different considerations that need to be taken account of when making decisions.

A number of EIAs related to the Covid-19 pandemic have been produced. These EIAs cover; Impact of Covid-19; Communications, Listening and Engagement; Tameside Humanitarian Response to Covid-19; and Vaccination Centres. These have helped to address key challenges that Covid-19 has raised for people from protected characteristic groups, including ethnic minority backgrounds, in Tameside & Glossop.

Partnership Engagement Network

The [Partnership Engagement Network \(PEN\)](#) was established jointly by the Tameside and Glossop Strategic Commission (Tameside Council/NHS Tameside and Glossop Clinical Commissioning Group) and Tameside & Glossop Integrated Care NHS Foundation Trust.

Set up in the autumn of 2017 the Partnership Engagement Network is part of a multi-agency approach to provide the public and our partners with an identified and structured method to influence the work of public services and to proactively feed in issues and ideas. Members of our PEN family are made up of the different demographics from within our local communities, ensuring that everyone has the opportunity to have their voices heard on a variety of programmes of work being undertaken at that time.

Support for your BAME staff networks and effective communications

Tameside and Glossop BAME Staff Network

During 2020 a Tameside and Glossop BAME Staff Network was established, led by a chairperson nominated by the network members themselves. During the development of the BAME Staff Network members have been encouraged to self-manage, and to develop their own work plan for 2021. The Strategic Commission has offered support, when required, with the development of a TOR, time given to meet, and includes representatives from the Strategic Commission's Policy & Communications and HR teams who attend on an ad-hoc basis upon request from network members. The work plan for 2021 will be taken forward by the members themselves supported by colleagues from relevant departments.

Question 5

What are you proud of; what initiatives or programmes have you put in place to tackle health inequalities and take positive action against racism:

Engagement & Communications

Over the last 12 months the organisation has undertaken a number of insight pieces to inform our understanding of the challenges, issues and barriers which relate to inequality. Below are some examples of the work we have done to date in partnership with local people, and community/voluntary and faith sector organisations within our locality:

- In July/August 2020, members of the public, key stakeholders, partners, and voluntary, community and faith sectors, alongside representatives from the Strategic Commission and NHS Tameside and Glossop Integrated Care Foundation Trust met virtually for the first virtual [Partnership Engagement Network sessions of 2020](#). The sessions were intended to be predominantly listening exercises – building on attendees' experiences during the Covid19 pandemic, both as individuals/professionals and parts of organisations. A number of key messages emerged from this insight work – a key one being around the disproportionate impact that Covid-19 has had on BAME members of our community - with particular emphasis on our Muslim community and people for whom English is not their first language.
- In November 2020 representatives from Tameside and Glossop Strategic Commission and NHS Tameside and Glossop Integrated Care Foundation Trust along with public, patients, service users, stakeholders, partners, voluntary, community and faith sectors came together for the first virtual [Partnership Engagement Network Conference \(PEN\) Conference](#) where there were over 70 participants in total. Participants heard feedback on the virtual engagement

sessions that had taken place during the summer focussing on the impact of Covid-19, followed by a presentation on preventing transmission of the virus. Participants also listened to a presentation on upcoming major projects and consultations locally and across Greater Manchester, before taking part in two rounds of workshops on a range of local issues.

During the Covid-19 pandemic, the Strategic Commission has delivered various targeted communications aimed at specific cohorts of people within our communities. Outlined below are some examples:

- Our websites are regularly updated with FAQs and updates with regard to the roll out of the Covid-19 vaccination programme. The information includes support regarding vaccine hesitancy, and information on getting to appointments.
- Our websites include a toolbar to translate pages into various languages and colour formats, and have a read aloud option.
- A range of COVID-19 vaccination public health materials e.g. leaflets, posters, translated materials, and social media campaigns have been circulated via our key networks including our Community Champions Networks, and BAME Leaders group (information about these groups is detailed further below).
- Case studies from people in our communities including those from BAME backgrounds who have been vaccinated, have been shared to encourage others to get the vaccine.
- Targeted social media using Facebook advertising with key words to support vaccine case studies to BAME residents.
- Videos have been made by various local GPs across the borough communicating key vaccine safety messaging, the videos have also been translated in Gujarati, Bengali, Hindi and Urdu, and circulated via our BAME Leaders group.
- Virtual meetings have been held with local places of worship to discuss Covid-19 information and relevant guidance and support.
- Sessions on Covid-19 guidance and available support have been delivered in-person have been delivered at a number of local mosques.
- Key vaccination programme information can be seen in both static and video format including subtitles and voice-overs across the Strategic Commission's social media platforms
- Newsletters are produced which include a vaccine programme update alongside other public health and wellbeing information. The newsletters are distributed to our local partners and via community buildings e.g. Age UK, Libraries, Places of Worship, Community Centre's, Active Tameside, Jigsaw, Neighbourhoods and via our District Nursing teams who disseminate to older residents who may not have access to the internet www.tameside.gov.uk/publichealth/olderpeople

The messaging ensures that nobody is left behind when it comes to receiving the vaccine and signposts to multi-lingual / British Sign Language GP vaccine videos. There is also specific messaging which targets uptake of those who are more hesitant to receive the vaccine.

Our data shows that proportionally we have a lower uptake of the vaccine amongst our BAME communities in Tameside and Glossop. A resident from our Hyde locality shared her positive experience of receiving the vaccine to help encourage others to do the same – see infographic below:



Tameside & Glossop Strategic Commission also regularly update FAQs on our websites www.tameside.gov.uk/covidvaccine

A wealth of information has been shared including, but not exclusively, around vaccine safety. Videos have been produced that are presented by our local GPs in multiple languages. A video was also shared from the Co-Chair of Tameside & Glossop CCG, Dr Asad Ali, which was targeted and shared widely in the hope that it would help resonate with some of our BAME communities. The video can be viewed [here](#).

In February 2021, a local GP visited the Jamia Mosque and Islamic Centre as part of the ongoing work to support take up of the vaccine among our ethnic minority communities. A video of the visit can be viewed [here](#). A local Physician Associate working for the Hyde Primary Care Network also produced an information video in Bangla for the local community – this video can be viewed [here](#).

Information from the British Islamic Medical Association confirming that taking the vaccine will not break the fast during Ramadan, was also shared with social media materials on vaccine safety and rollout in English and other prominent languages, British Sign Language and easy read materials.

BAME Leaders Group

Following on from a BAME Covid-19 focus group, a weekly group session has now been established. Representatives from places of worship, community groups and relevant third sector organisations regularly attend. Information is shared regarding the vaccine programme and how uptake can be maximised within our BAME communities. Officers from the Strategic Commission, and our Public Health team attend weekly to give updates and answer any questions.

Covid-19 Community Champions Network

The [Tameside Covid-19 Community Champions](#) network has been established to provide residents and members of our workforce (many of whom are also residents of Tameside & Glossop) with information they need to target messaging within their own communities. Community Champions have played a vital role throughout the pandemic and act as advocates within their localities. The Strategic Commission work alongside the Community Champions Network to ensure timely and accurate information is shared with the network,

supporting members to communicate the right information and to reassure other residents within their communities.

Two hour-long sessions are held each week (one during the working day and the other in the evening) over Zoom. There are two types of sessions:

- Information sessions: updates on the data and Tameside's current position, as well as the opportunity for a questions & answers.
- Catch-up sessions: informal conversations about what is/isn't working, queries from participants and sharing of good practice and ideas.

Both types of session are supported by the Strategic Commission's Head of Communications and Director of Population Health / Public Health Consultant. Both sessions have include weekly vaccination updates, and Q&A sessions with vaccination programme leads and the CCG Director of Commissioning and Head of Primary Care.

To date, 237 people have signed up to be community champions with various organisations and community groups represented from across our entire locality. Demographic information of community champions related to race/ethnicity is provided in the table below. Positively there is a higher representation of BAME residents on the Community Champions Network compared to Tameside & Glossop overall (White 91.8% / BAME 8.2%).

Ethnicity	%
White British	86
Asian/Asian British: Pakistani	4
Asian/Asian British: Indian	5
Asian/Asian British: Bangladeshi	2
Mixed/multiple ethnic groups: White & Black Caribbean	2
Black/African/Caribbean/Black British: African	1
White Irish	1

The Strategic Commission has recently secured over £350,000 in funding for the Community Champions programme from MHCLG, with plans to continue to grow the network and eventually branch out beyond Covid-19.

BAME Inequalities – Monitoring Long Term Conditions

The Strategic Commission are currently embarking upon a programme of work to understand the long-term condition status, and the inequalities that exist, of our local BAME population. We are currently in the early stages of the project and will be using the initial information from the Covid-19 pandemic to establish a baseline. Once we have the data we will be able to investigate the levels of these inequalities and develop a programme of work specifically targeted around our local BAME communities to reduce them.