Race Commission: Call for Evidence

I have been asked to provide evidence as CEO of a community anchor organisation – Manor and Castle Development Trust.

**Background :**

Established 1997 – set up to oversee an SRB programme – £16.3m over 7 years – 7 themes [1]based on the result of a local consultation.

At the time 2 wards – Manor ward and Castle ward., later merged as part of a review of boundaries which was triggered mainly due to a declining population with people leaving due to huge demolition programme.

Both were in the top 5 most disadvantaged wards in Sheffield.

Manor was most deprived ward in Sheffield at the time: 26% unemployment( City 10.3%), 41% on income support ( City 21.3%) , educational attainment – 16% gained 5 GCSE's grade A-c ( City 37%), health : highest admission rates for accidents, second highest admission rate for Mental Health conditions,

**BAME  2.5% ( 1991 census)**

Achieved with SRB:

- Community asset base worth £20million
- 546 jobs created, with 500 people working in local organisations
- A network of community owned organisations that deliver services
- Physical transformation of the area
- 500 new homes
- 9 community buildings brought into full use
- 3 retail developments
- 2 managed workspace developments
- 3 major green space developments
- Supported 60 community organisations

---

[1] Housing, Health, Environment, Community Development , Education and Training, Employment and Business, Young People.

100% grant funded – until 2004 – in the 3 years before the Trust invested in getting contract ready and had already seen benefit of assets – had to purchase shops from absentee landlords to deliver a regeneration programme that had been identified by community as a priority. And saw the benefit of surplus being reinvested back into community.

Quadrant – offered a piece of land at discount because council selling land to Finnigan's on a site that was designated a failing economic zone – they needed to show community benefit – and MCDT was approached because of the track record and experience of capital projects. We occupied Quadrant from July 2005.

South Sheffield Partnership – 10 communities [2] plus a BME Cluster project[3] to bring communities of interest together, accessed through MCDT 3 years of public money to develop community infrastructure – MCDT did not take any money other than management fee as accountable body.

The Trust was set up by Dave Clarson and his first 4 appointments were 4 Community Engagement Workers, all 4 were local people and 2 of the team were BAME. The staff team grew over time with secondments from Sheffield City Council (finance and monitoring officers mainly). The peak was in 2003 when it reached @ 70 staff. This dropped by 50% in 2005 because the accountable body function disappeared.

**Now :**

We have a diverse funding picture – contracts, property (trading) and some very small grants for specific work. Until 2020[4] we had not applied for grants, it was a conscious decision not to because many of our partners relied on grants to continue to deliver.

Statistically: 3rd most disadvantaged ward. The reality is the economic profile and what goes with financial hardship has not changed much over the last 2 decades. The social makeup of the community has and is still changing with a significant house build programme.

**BAME in 2011 – 26.6%.**

Staff: 11% BAME, gender – 13% male workers. We generally have an ageing workforce. Last 4 people recruited – 3 are local, 2 Black British and 1 Lithuanian and 1 white British, 2 are under 30.

---

[2] Arbourthorne, Sharrow, Heeley, Norfolk Park, Gleadless Valley, Broomhall, Woodthorpe, Park, Manor, Wybourn, BME Cluster

[3] The BME Cluster was established to provide a focus for work with BME communities in South Sheffield. The Cluster has always seen its role as supporting existing organisations, sharing experience and good practice, facilitating joint working between organisations and enabling the voice of BME communities to be heard within the SSP.

[4] Covid changed that – we applied for grants to cover loss of income and covid specific grants to help continue to deliver the community function.

One of our principles: we want to recruit local people where we can and we look for potential and train and develop people where we can. One of the challenges for us is the lack of staff turnover.

Turn over rate is less than 1% - some years it has been 0%. We do exit interviews – main reasons for leaving[5] : career progression / personal reasons e.g., focus on fostering/ short term contracts funding related and more recently retirement.  Whilst the workforce did represent the community in 1998, that is not the case now. We have some positives : length of service is a good indicator of our track record as an employer, the latest recruitment of staff younger, more diverse in terms of ethnicity and gender. But – there is more to do.

Length of service ( examples) :

- 22 years – 3 (one is dual heritage)
- 20 years – 2 staff
- 19 years – 6 staff (one is Black British, one dual heritage)

27% of longest serving staff are from BAME background.

Senior team: 1 black British = 10%

Board: this our weakness – the governance structure does not reflect the community. Mem and Arts – set up as a partnership between community, private and public sector – we need to rewrite the mem and arts so they are fit for purpose and can recruit to reflect the communities we work with better. It is my priority this year – re-write mem and arts, recruit new trustees and to improve the representation of communities we serve.

**People we work with** – I have focused on the key areas of what we deliver.

Health, Wellbeing and Advocacy:

The team:

- 5 men ( 1 Black British)
- 9 women ( 2 BAME)

21% BAME

---

[5] We had one person leave in 2019 before they were dismissed. They were in process of being disciplined for racism where there was tangible evidence.

The team delivers 254.75 hours of work per week (6.8 FTE). The funding comes from 7 different projects / contracts, all short term.[6]

They deliver 121 support, set up and facilitate peer support groups and then provide a light touch support. The following gives a snapshot of who we have supported over three quarters:

| Arbourthorne People Keeping Well | | Jul-Sept | Oct- Dec | Jan-Mar | Manor Castle People Keeping Well July 2020- March 21 | Jul-Sep | Oct-Dec | Jan-Mar |
|---|---|---|---|---|---|---|---|---|
| Ethnicity | White British | 465 | 504 | 536 | White British | 310 | 347 | 375 |
| | White Irish | 1 | 0 | 1 | White Irish | 0 | 0 | 0 |
| | Gypsy or Irish Traveller | 0 | 0 | 0 | Gypsy or Irish Traveller | 0 | 0 | 0 |
| | White Other | 4 | 8 | 6 | White Other | 9 | 8 | 14 |
| | White & Black Caribbean | 11 | 13 | 14 | White & Black Caribbean | 9 | 10 | 10 |
| | White & Black African | 5 | 4 | 4 | White & Black African | 4 | 5 | 5 |
| | White & Asian | | 1 | 2 | White & Asian | 2 | 3 | 3 |
| | Other Mixed race | 3 | 5 | 3 | Other Mixed race | 2 | 2 | 3 |
| | Indian | | | 0 | Indian | 0 | | |
| | Pakistani | 11 | 12 | 13 | Pakistani | 2 | 2 | 2 |
| | Bangladeshi | | 2 | 2 | Bangladeshi | 1 | 1 | 1 |
| | Chinese | 2 | 1 | 1 | Chinese | 0 | 0 | 0 |
| | Asian Other | 5 | 4 | 5 | Asian Other | 4 | 5 | 7 |
| | Black Caribbean | 5 | 4 | 4 | Black Caribbean | 6 | 7 | 6 |
| | Black African | | | | Black African | 2 | 3 | 5 |

---

[6] People Keeping Well, Primary Care network, Move More, Springboard, Dementia, Henry Smith, Mental Health Transformation

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Black Other | 10 | 11 | 10 | Black Other | 4 | 4 | 3 |
| Yemeni | | | | Yemeni | 2 | 2 | 2 |
| Arab Other | 4 | 4 | 4 | Arab Other | 5 | 5 | 4 |
| Other | 1 | | 1 | Other | 3 | 3 | |
| Unknown / Prefer not to say | 97 | 91 | 95 | Unknown / Prefer not to say | 68 | 94 | 95 |

Arbourthorne : 10% of people identify as BAME ( not including the Unknowns/ prefer not to say[7])

Manor: 12% of people identify as BAME ( not including the Unknowns/ prefer not to say)

Employment:

The team is all white British; 5 women and 1 man. In the last year we delivered 2 contracts – Building Blocks – supporting people into construction and the keyworker contracts. We have delivered employment contracts since 2008. Keyworker contracts (2020-21)  to date – Total on programme,268  of which 67 (27%) are of BAME ethnicity. Building Blocks programme (2019-2020) – Total engaged with 452, of which 119 (26%) are of BAME ethnicity.

Food Insecurity:

We deliver a project from park Centre called the Pantry. People become members and pay £2.50 a week and can access and 'shop' for food @ £25.00 and includes fresh, ambient as well as store cupboard food. It is a step on the ladder away from crisis towards independence.  Over the last 3 quarters we have supported 208 people :
White British 98
White other 17
Black Caribbean 38
Black African 21
Mixed - White & Black Caribbean   23
Mixed White & black African 2
Pakistani 6
Thai- 1

---

[7] Anecdotally, people not completing this question or prefer not to say are often from BAME communities.

Roma -1
Arab -1

53% from BAME communities. This is delivered by 2 staff and volunteers. Both staff are Black and local.

Nursery : collect data on home languages and ethnicity of the children( not the parents). We have approximately 100 children in total on our roll, 25% are from a BAME background. We also have a high % of children with specific needs because of the good reputation we have of meetings children's needs.

| Home Languages Spoken | Family Heritage |
|---|---|
| Shona | Black African |
| Cantonese | Chinese |
| Czech | Czechoslovakian |
| French | French |
| Greek | Greek |
| Kurdish | Kurdish |
| Patios Creole | Asian |
| Polish | Poland |
| Portuguese | Portugal |
| Yoruba | Nigerian |
| Tamil | Indian |
| Setswana | Botswana |
| Punjabi | Indian |
| Urdu | Pakistan |
| Albanian | Albania |

March 2021 Total = 25 children/1 staff with EAL (speaking 16 languages)

In the context of the above – I will try and respond to the 5 questions.

1. Racial inequality and racism in Sheffield that you hold, and which may be of use to the Commission.

Racial inequality and racism clearly exist in Sheffield. I do not think it is worse than any other city.  As an organisation we do work with people who have faced racism and inequality because of their race. We have had individuals we have supported because they were facing racism.  Overt racism grown again over the last few years in terms of what I hear at meetings and what staff are telling me. Brexit was clearly a factor in this.  Institutionalised racism clearly exists. The main decision making bodies and influential bodies are white.

2. Institutional approaches to related race equality duties and frameworks.
- The lack of BAME people in senior positions.
- The dominant culture of institutions is very white, male and middle/ older age profile which excludes.
- Recruitment practices – if we carry on doing what we have always done, the outcome will be same.
- Policy does not have anti racism embedded.
- Role of media ( mainly white).
- Education system.

3. Your organisation or your analysis of the cause(s) of racism and/or racial inequality within your sector.

Racism is a social construct that is a way in which those with power and vested interests maintain a status quo that benefits them. It is a complex issue that relies on difference being seen as a challenge to the status quo and those with power having to give some of that power away in order to let other voices be heard. Understanding where the power is held is important – knowledge and information, resources. Those with power can create tensions deliberately between communities to create divisions, create fear and hold onto their position.  People who are Black or Brown are visible, and history and the media have created messages that are part of the socialisation process. So, characteristics applied to communities (races) highlight difference and separateness and is at the heart of racism because they become embedded through socialisation. The socialisation is based on centuries of prejudice and discrimination, the legacy of slavery and colonialism, the current hostile environment perpetuated by a white dominated media. This impacts on all sectors.

3. Examples of good practice in relation to reducing racism and/or racial inequality (from within the city, elsewhere in the UK, or overseas

I have been around long enough to remember when the Council had three units: Race Unit, Women's Unit and Disability Unit – staff and resources to focus on the inequalities faced by specific groups of people who faced disadvantage. It was the focus that was embedded in the council and how it worked that started to make some difference. I have been taking up opportunities recently to learn and challenge myself: Race and Governance Workshop, Racial Literacy Workshop, Adultification of Black Children (presentation at a conference on Knife Crime and Gangs). I went to training and workshops on Racism and Racial Inequality in the 1980's and I think what has changed:

- Lack of focus
- Not embedding the progressive thinking in policy AND practice
- Thinking it was 'sorted' and dismantling structures.
- The last 2 decades have seen a closing down of safe spaces for debate – no debate, no change.
- We know poverty creates tensions and conflict – when we see the economy declining we should be planning how to mitigate the impact on communities already facing discrimination and violence.
- Media – shift to the 'right' and perpetuating myths and fear.

There are some examples in Sheffield : the Social Leaders Network had been challenging itself over the lack of BAME leaders involved. VAS brought 5 BAME anchor organisations together with 5 from SLN and the agreement was to wind up SLN and co-produce a new leaders forum.

City of Sanctuary and the collaboration between organisations to meet the needs of asylum seekers and refugees.

4. What you or your organisation believes would be the best way to tackle racism and/or racial inequality in the city.

**Data:** understanding the depth and breadth of the issues and where to focus attention.

**Leadership**: values and behaviours – all leaders should undertake anti-racist training – and be held to account (not sure how we could do this). Investment in developing BAME leaders. Building alliances across communities.

**Engagement**: community engagement – geography, communities of interest and not be afraid to hear the voices we really don't want to – because if we don't we can't challenge. It needs to be meaningful engagement that leads to change and if not, the reason why is explained.

**Recruitment to leadership posts** : BAME involvement in designing process and delivering process.

**Collaboration** : we have to find ways of collaborating between geographically based organisations and those that meet the needs of communities of interest and across sectors to improve outcomes for people facing injustice. The VCS is complex and there is a rich tapestry of organisations mainly born out of 'market failure' that could and should be seen as on an equal footing as the universities, the NHS, - anchor organisations that are embedded. This would need a major re-think of resources and attitude towards the VCS – less transactional and more relational.

**Change the Narrative** : challenge the media and the negative messages about communities e.g Roma.

Where it all Started

BY ROY HATTERSLEY

# Flaming hell

Imagine being young on the worst estate in Britain.
Where, chances are, you'll grow up to be unemployed.
Where there's nothing to get excited about.
Nothing legal anyway. That's life on the Upper Manor
Estate, Sheffield. If you don't live there, be thankful.
If you do, park your car somewhere else