

**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 9 November 2021

Subject: Age Friendly Recovery

Report of: Consultant in Public Health (Ageing Well Lead)

Summary

The Age Friendly Manchester (AFM) Older People’s Board (the Board) and the Age Friendly Manchester Team worked with a range of senior officers in the council to develop a set of proposals across five key areas that are designed to help address the barriers many of Manchester’s mid to later life residents report that they face. These were presented as the Age Friendly Recovery report to Communities and Equalities Committee in December 2020.

Since then, the Age Friendly Manchester Executive, chaired by Bernie Enright, has been established to provide senior officer support to the Board; an age friendly recovery plan has been created that outlines how the recommendations coming out of the five recovery priorities are to be taken forward; and a range of activity has taken place.

Details of progress to date and plans for the next 18 months are outlined in this report.

Recommendation

To note and comment on the contents of this report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The Age Friendly Manchester Older People’s Board, and more broadly the Age Friendly Manchester Assembly, are strategic partners in the delivery of the Manchester Climate Change Framework 2020-2025

A key principle within the framework is that older people as residents of Manchester have a role to play in reducing the contributors to and impacts of climate change. It is expected that this will contribute to Manchester’s zero carbon target.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	<p>A key ambition of the city's ageing strategy is to see an increase in the number of age-friendly employers and age-friendly employment practices.</p> <p>This in turn will improve greater retention rates and stability throughout a greater number Manchester's employers</p>
A highly skilled city: world class and home grown talent sustaining the city's economic success	With a greater number of age-aware services and employers the strategy will support improved skills and employment support offered to Manchester's over 50s, both in terms of in-work progression and when returning to work
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	<p>An age friendly approach starts with hearing the voice of people in mid- to later life and using their lived experience to shape what we do</p> <p>A major component of the Age Friendly Manchester programme is a long-term commitment to tackling ageism, promoting age equality and placing older people's voices at the centre of its work.</p>
A liveable and low carbon city: a destination of choice to live, visit, work	Incorporating the principles of the age friendly neighbourhood model and practice of the Ageing in Place Programme into the integrated neighbourhood model will help support older people to live well in their own home for longer
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Manchester: A Great Place to Grow Older 2017 - 2021

Age Friendly Manchester - Communities and Equalities Scrutiny 1 February 2018

Economic Impact of the City's Age-friendly Manchester Strategy – Economy Scrutiny 5 September 2018

Overview of the economic characteristics of Manchester's population aged 50-64 and the implications for their economic participation – Economy Scrutiny 20 June 2019

Age-friendly approaches across Manchester Health and Care Commissioning and Manchester Local Care Organisation- Health Scrutiny 16 July 2019

Letter from the Age Friendly Manchester Older People's Board to the Leader of Manchester City Council and Chief Executive of Manchester City Council – June 2020

Manchester's Age Friendly Recovery – Communities & Equalities, December 2020

Opportunities and issues for older workers in the Labour Market – Economy Scrutiny October 2021

1.0 Introduction

- 1.1 This report provides an update on the progress of the five ageing recovery priorities that were presented to this scrutiny committee in December 2020. It outlines progress that has been made detailing some specific examples and describes what the focus will be for the next 18 months.

2.0 Background

- 2.1 The Board and its wider networks of older people is keen to play a part in Manchester's recovery from the pandemic, to be able to fully benefit from opportunities as things reopen and to be part of the process of finding solutions to a range of key issues that are adversely affecting residents in mid to later life from the age of 50.

- 2.2 The Board and the Age Friendly Manchester team has worked with a range of senior officers in the Council to develop a set of proposals across five key areas that are designed to help address the barriers many of Manchester's mid to later life residents report that they face.

2.3 Ageism

Older people told us that they have been framed as vulnerable and in need throughout the pandemic – and that this has a significant impact on their sense of wellbeing. They tell us that this increases fear, a sense of isolation, and a sense of being 'locked away and out of sight' as well as often feeling disposable.

- 2.4 To address this there is a focus on the following:

- Creation of guidance on the use of Equality Impact Assessments (EIAs).
- Updating the age friendly communication strategy and commitment to a set of age-friendly communication standards.
- Commitment to giving prominence to a series of age friendly communication campaigns including positive images and the UN's International Day of Older People.
- Consider how the approaches outlined in the report on age friendly practice to service delivery to Health Scrutiny in July 2019 can be better incorporated across the range of services commissioned and delivered by Manchester City Council.

2.5 Care Homes

Care homes and their residents can often be seen as being disconnected from the neighbourhoods they are based in. The Board tells us that they see residents in care homes as members of their local community and they want organisations to see them as that too. Closer working between the Care Board and the AFM Older People's Board will help identify ways to address this.

- 2.6 To address these there is a focus on the following:

- Establish where there is common ground between the AFM Older People's Board and Care Homes Board and develop further understanding of the key issues.
- Develop a plan of action that seeks to support a better articulation of the voice of older people in residential settings.
- Explore options for opening up opportunities for all older people living in a neighbourhood, irrespective of the tenure, to be able to connect, to experience 'accidental acquaintance' and be given the choice to be able to access the same range of social opportunities.
- Provide opportunities for members of the Board to contribute to the work underway to develop a new care home model.

2.7 Neighbourhoods

Many neighbourhood-based groups responded well to the pandemic but there is an unequal spread of these groups across the city. The OPeNS fund has gone some way to addressing this but there remain gaps in terms of geography and capacity. An investment strategy needs developing to help address this for the longer term.

2.8 To address these is a focus on the following:

- Agree to a set of age friendly standards similar to those planned for libraries and parks.
- Provide the right information, in the right format, in the right place, and make sure older people's voices are heard, including those across all residential settings.
- Create neighbourhoods which keep older people connected and which they can navigate in order to access services, social opportunities, transport and shops; supported by the inclusion of age friendly benches, walking routes and crossings.
- Develop an investment strategy that seeks to safeguard levels of investment in existing neighbourhood groups, extending the freedom and flexibilities attached to this, so that groups can better respond to their local neighbourhood needs.
- Develop an integrated approach across services, organisations and sectors that results in a one place-one plan-one team model. Where priorities and plans are based on the voice and articulated needs of older people.

2.9 Employment

Manchester already had a lower than average 50+ employment rate: 32% of Manchester's 50 to 64 population is economically inactive. Long-term conditions and long-term insecure work, or no work, means that many unemployed older workers may never work again. The Resolution Foundation found that the biggest impact of the economic consequences of the pandemic will be focused on the under 25s and the involuntarily retired over 60s. Between the end of March 2020 to July 2020, the number of people in the city who are unemployed and claiming benefits rose by 91%, while the number of

advertised vacancies halved. There appears to be a significant reduction in entry level jobs and while it is rightly important that there is a focus on young people, there also needs to be an equal focus on older workers.

2.10 To address these there is a focus on the following:

- Support MCC to become an Age Friendly employer.
- Review the retraining offer available to older workers to support job security and career progression.
- Support unemployed Manchester residents, especially those over 50, to re-enter work as quickly as possible.
- Maximise employment opportunities for the over 50s that will arise from key investment sites including the North Manchester General site.
- Support all age apprenticeships and other training opportunities to better equip employees with the skills to survive and grow, while helping more residents to upskill and progress in their careers.
- Work with GMCA to consider how over 50s can be better reflected in programme design, delivery and contract management.

2.11 Our Manchester

Involvement of Manchester's older people in this is welcome, however the Board want to make sure that this is not a one-off, and that an ongoing and enduring dialogue is developed with the Board and other strategic networks directly.

2.12 Although Manchester faces many budget pressures dealing with the impact of COVID-19, the belief is that if neighbourhoods are resourced in a way that supports older people to live well at home for longer this will relieve some of the pressures on over stretched Council and NHS services. It is accepted that to achieve the aspirations set out in this report and to make progress against the recommendations will require work across a range of other organisations as well as Manchester City Council (MCC), including but not exclusively the following - Manchester Health and Care Commissioning (MHCC) and Manchester Local Care Organisation (MLCO)

2.13 To address these is a focus on the following:

- Ensure that the Board continues to input into the Our Manchester Strategy reset via their permanent representative on the Our Manchester Forum, and via officers' attendance at Board's meetings to capture members' views on the Strategy.
- Ensure that the voices of older residents are captured in the engagement activity that will underpin the Our Manchester Strategy reset.
- Continue to work with the Board to ensure that wider engagement is more inclusive of our older communities and leads to a continued sustainable dialogue with Manchester's older people.

3.0 Progress since December 2020

3.1 Ageism

The AFM team has supported the development of a range of equalities commitments which address recommendations made in the Age Friendly Recovery Scrutiny report.

3.2 Equalities Impact Assessment (EIA) guidance

The AFM team created guidance on the topic of age which supports Council officers to consider age and ageing as a protected characteristic under the 2010 Equalities act while undertaking an EIA. It also assists officers in developing a broader equalities understanding of the characteristics of ageing more generally.

3.3 Development of the guidance was supported by the Equalities, Diversity and Inclusion team who has subsequently adopted it as a formal document. The guidance has already been used by Highways and has generated interest at a GM and national level.

3.4 Age friendly communication good practice standards

The Strategic Communications team has updated its Age Friendly Communications Strategy and has created new, age friendly communication good practice standards which will inform and underpin all future Council communications.

3.5 The standards aim to both counter ageist language and imagery but also act as an exemplar both within the Council and to external organisations and partners. They are already generating interest outside of the Council and are expected to feature as part of a case study by the Centre for Ageing Better.

3.6 The standards will be added to the Council's Equalities Intranet pages and there will be an internal communications campaign to promote them.

3.7 Campaign: UN International Day of Older Persons (IDOP) 1 October 2021

The Strategic Communications team worked with members of the AFM Older People's Board and AFM Assembly to create a campaign to raise awareness of the contributions older people make to the life of the city and to highlight the importance of tackling climate change, together, across the generations.

3.8 The campaign included:

- Board members and young people from North Manchester in a film about tackling climate change together;
- a number of video case studies where older people talked about what they are doing to tackle climate change;

- a number of outdoor digital screens featuring campaign images of older and younger residents;
- a film from Councillor Midgely to lead off the day on social media;
- toolkits and campaign assets shared with GMCA and partners to help amplify the campaign;
- and a call to action agreed with the Manchester Climate Partnership for residents to participate in its consultation and to receive ongoing updates.

3.9 Climate Actions Together

This is a joint venture between the Age Friendly Manchester Older People's Board and the Youth Board at the Manchester Climate Change Agency, which will build on the success of the IDOP campaign above and support further intergenerational work. It takes forward the key message in the IDOP campaign that we are all in this together, it matters to us all, whatever our age. Only by finding common ground, working together, and acting with one shared voice will we bring about the change necessary to save our planet today and for tomorrow, for ourselves and for future generations.

- 3.10 Six representatives from each group are coming together in November. The session will be partially facilitated but the intention is to create a space where the 12 people start working together, finding some common ground, exploring ideas and hopefully agree areas they'd like to start working on.

3.11 **Neighbourhoods**

3.12 Age Friendly Service Standards

Libraries have developed and published a set of age friendly service standards and commitments which have been endorsed by the AFM Older People's Board.

- 3.13 The Parks service has set up an age friendly steering group, which includes AFM, the EDI team and the Board, and is close to finalising its own set of age friendly commitments and service standards. These too have been taken to the Board and received approval and have been presented to the AFM Executive.

- 3.14 Both of these build on pre-pandemic work that was undertaken in both areas and are seen as key building blocks to opening up places and spaces for older people.

3.15 Physical activity

Additional investment has been secured, using COVID Recovery money, to help expand Manchester Active and the PARS service across neighbourhoods. Specifically, to build additional capacity across the system to help address increased numbers of the over 50s showing signs of physical deconditioning as result of the past year. Both services are working alongside the Community Falls Service and Winning Hearts and Minds.

- 3.16 Community research across GM between March 2020 and March 2021 has revealed that the impact of Covid has varied due to a range of factors. Pre-existing conditions, unequal access to green and open space, and an increased sense of vulnerability (particularly among those who were told to shield and had not previously considered themselves to be vulnerable) have all impacted on individuals in different ways.
- 3.17 We are seeing increased levels of physical and mental deterioration, with many reporting restricted mobility as a direct result of confinement. In turn many are reporting reduced levels of confidence - for example feeling unable to get about or restarting pre-pandemic activity and exercise.
- 3.18 We are seeing a noticeable increase in referrals to the PARS service. There are increasing requests from housing providers to deliver falls prevention roadshows.
- 3.19 In response a very localised model has been developed, which means the two services will be working at a very local level. There is a mixed approach, combining outreach, engagement locally, with direct referral into the PARS service. A range of 'move one' activities, where individuals are supported to access other activities outside of Manchester Active and PARs, within their own neighbourhood will support this. Over time, and through increased levels of confidence, individuals will be supported to access other types of activity outside of their immediate neighbourhoods.
- 3.20 This will add additional capacity to PARS (both in terms of numbers of staff, and places to operate from) and provide the resources to engage accredited community based 'move on' activity providers. It builds on the community engagement and accreditation model being developed by Manchester Active.
- 3.21 The offer will vary - the needs and aspirations for example of a 55-year-old is likely to be different to that of an 85-year-old. Localised offers will reflect this. The community engagement approach will start with building relationships, trust and eventually confidence. The Extremely Vulnerable focus group is providing insight.
- 3.22 Buzz will use existing local relationships to further enhance the 'move one' support. Buzz will continue to collaborate with the Community Falls Service on promoting falls prevention roadshows in partnership with housing providers.
- 3.23 Age friendly navigation plans
- The Neighbourhoods' Service identified three officers to act as age friendly leads across the city's North, Central and South neighbourhoods. They have worked with the AFM team to begin piloting age friendly navigation plans – a process to map and identify the age friendly features of a place i.e. what supports people to age well and what might act as a barrier.
- 3.24 Areas were identified in Ancoats, Longsight/Rusholme, Whalley Range and Wythenshawe to test this approach. A mapping exercise and the creation of a

resident survey have been completed. Plans to take this forward will be in place in due course.

3.25 Age friendly benches

Following installation of 12 age friendly benches (and their subsequent expansion) in Whalley Range, instigated by the Council's Neighbourhoods service, there is ongoing work driven by the Buzz health and wellbeing service to install additional benches across the city. To date benches have gone into Charlestown, Gorton, Hulme and Moss Side and Wythenshawe. Recent proposals intend to use age friendly benches to connect Gorton Link and Debdale Park.

3.26 Older residents have told us how important the age friendly benches have been in enabling them to enjoy walking where they live, to connect with local services, shops, parks, etc. and also without the need to spend money on taxis which they may have previously had to rely on.

3.27 Age Friendly benches have demonstrated wider community benefits, stimulating social encounters and informal conversations across the generations, while also becoming informal meeting places for older residents. Travel restrictions during Covid have also meant many older residents have found themselves even more limited to their immediate neighbourhood. Initiatives such as dementia friendly seating and the *Chatty Bench* have helped encourage connections with others, benefiting mental health and wellbeing.

3.28 **Care homes**

The AFM Older People's Board discussed the issue of care homes at its meeting in August, receiving a presentation from the Director of Market Development at Manchester Local Care Organisation (MLCO). In the context of the recovery report and where we are at present, the meeting discussed how we can use existing commissioning assets to ensure that:

- Care Homes and Extra Care schemes become more of a community asset.
- Increase the profile of Age Friendly Manchester within tendering opportunities.
- Gather more views from older people about their care needs - outside of assessed need.
- Support commissioned providers to become Age Friendly employers.
- Establish consistent links between commissioners, the care market board and Age Friendly Board and access to partnerships.

3.29 The Board also considered wider strategies and relationships and how there can be more focus on bringing strategies together with a greater focus on commissioned service providers collaborating within neighbourhoods and how we can link citizens in care with wider community and neighbourhood offers.

3.30 The Board agreed to establish a Care Homes sub-group which will consider and feed into consideration of these issues and feed into the refresh of the private providers' contract. The sub-group's first meeting is scheduled for November.

3.31 Employment

The AFM and Work & Skills teams jointly facilitate the Over 50s Employment & Skills Support group which launched in 2018. The group brings together organisations working to support Manchester people into employment, to develop and co-ordinate the approach to employment support for older workers - those pushed out of employment through redundancy, ill health or early retirement and to explore how we can work better together to tackle inequalities across the city.

3.32 The group has recently refreshed its work plan in line with the AFM Recovery Plan 2021/22 to ensure sufficient focus is given to support older job seekers and workers. The key priorities and initial actions are detailed below:

50+ Employment & Skills Work Plan 2021	
Priorities	Actions
Develop an approach that commits MCC to become an age friendly employer	Establish a 50+ employee group Use the GM Guide to Age Friendly Employment to benchmark currently policy and practice
Review job retraining offers, including volunteering	Review specific service offers of employment support partners. Collaborate with MACC, MAES and Libraries to promote volunteering opportunities and to develop a volunteer programme for over 50's digital champions
Improve access to employment support services for over 50's	Co-produce an information leaflet of targeted and specific support services to be shared online and hard copy
Promote and deliver training and refresher courses	YES Manchester delivering specific digital skills sessions for over 50's in North Manchester.

	<p>MAES promoting 'Skill Up' programme through age friendly networks.</p> <p>Growth Company delivering 'mid life MOT' webinars.</p> <p>Work Clubs supported to increase support to over 50's.</p> <p>Uncertain Futures project with MAG to deliver a series of employment & skills focused sessions for women from October 2021 to May 2022.</p>
<p>Maximise employment and training opportunities arising from the North Manchester General Hospital and Victoria North developments</p>	<p>Work & Skills team have developed a social value framework for developers which includes over 50's as a priority group.</p> <p>YES Manchester is positioned to play a key role in connecting residents to opportunities</p>
<p>Develop an all-age apprenticeship campaign and increase uptake</p>	<p>Social media campaign to be developed to run in line with National Apprenticeship Week in February, with a focus on promoting all age apprenticeships to older people.</p>
<p>Work with GMCA and DWP to better reflect over 50's in their employment support programmes</p>	<p>Working with the Growth Company to ensure the Work & Health Programme meet the specific needs of older participants.</p> <p>Exploring mentoring support for over 50's customers with DWP</p>

3.33 Pre-COVID-19 we had begun to test a few new approaches to specific interventions. As a result of lockdown, many services were paused or repurposed. As restrictions have lifted and the recovery work has picked up in pace, the refreshed employment and skills work plan will allow us the opportunity to re-visit some of the new approaches and build on the early lessons learned.

3.34 Age Friendly Employment

Manchester City Council is committed to being an age friendly employer. Sustaining this progress, can be achieved across many facets of an organisation. This includes, for example, looking at making flexible working policies clear and assessing whether the overall working environment is age-positive: with sufficient health support, and career development opportunities for all ages.

3.35 Employee voice is crucial here; with age often creating assumptions regarding capability, and desired career progression. Having clear and consistent conversations with all employees, including older workers, about any potential concerns, desires or needed adjustments – will work to ensure that age alone isn't treated as the reason for making decisions. This work will be guided by the Greater Manchester Good Employment Charter and central to its success will be the voice of older workers. To support this an over 50s Employee Group will be established shortly.

3.36 Employer engagement work will continue to promote the benefits of age friendly employment and over time the intention will be to share Manchester City Council's experience and help develop further good practice

3.37 **Our Manchester Reset**

Reform and Innovation held two consultations on the Our Manchester reset with the AFM Board. In addition, all AFM Assembly members (over 100 residents aged of 50) were sent questionnaires with pre-paid return envelopes as part of the wider reset consultation. In addition to contributing to the reset via these mechanisms the Chair of the Board is a member of the Our Manchester Forum where they participated in a number of workshops, they continue to sit on the Forum.

4.0 **Age Friendly Executive**

The Age Friendly Executive has been established in order to provide extra capacity and senior officer support to The Age Friendly Manchester Older People's Board. The Executive, chaired by Bernie Enright and supported by senior leaders of key services across Manchester provides strategic leadership and resources and is aligned to the five ageing recovery priorities. Other members from across Manchester City Council, the MLCO and others include the Director of Public Health, Chief Medical Officer, Director of Policy, Performance and Reform, Director of Inclusive Economy, and Head of Neighbourhoods and Programme Director – Long Term Conditions.

4.1 Broadly is remit is to:

1. Give strategic leadership to the development and implementation of the city's Ageing Strategy.

2. Champion and support the implementation of AFM objectives across public, community and private agencies and organisations in the city; and
 3. Support the work of the Manchester Older People's Board and Forum as the representative voice of older residents in Manchester and acknowledge their respective roles in leading the AFM programme.
 4. Work to secure political and senior officer support for the strategy and to identify resources to support the core team and programme.
- 4.2 An 18-month action is in place which details how each of the five recovery priorities' recommendations are taken forward. It recently agreed its focus for the next 12 months which, recognizing there remains capacity across the system, will draw on the expertise skills reach and insight across a range of services to drive improvements for the overall quality of life of older people in a number of key neighborhoods.
- 4.3 The objective is to bring system focus and change to delivering improved outcomes for older people impacted by the pandemic and successive lockdowns. In particular this will seek to address reported higher levels of deconditioning, support increased levels of resilience and improved levels of socialisation.

5.0 The next 18 months focus

5.1 Ageism

It is expected that further use of the EIAs will supporter a greater applications of an age friendly lens to a range of services. A key area to be developed is on how this will help shape an inform future commissioning arrangements and service redesigns.

- 5.2 Plans to hold a range of in-person events to mark the International Day of Older People in 2022 will be developed form spring. This will be the first opportunity for in person events for older people at scale since IDOP 2019.

- 5.3 A range of activities and promotions are expected to come from the joint venture between the Age Friendly Manchester Older People's Board and the Youth Board at the Manchester Climate Change Agency.

5.4 Neighbourhoods

Four neighbourhoods will soon be agreed as places to develop the Age Friendly Executive's focus for the next 12 months. Teams and resources will be aligned, via the relevant Team Around the Neighbourhood (or sub-group of it and feeding into the relevant Locality Group), to explore how to bring about improved outcomes and address challenges that have arisen (or been exacerbated) in older people since the start of the pandemic.

- 5.5 The key issue is reported levels of deconditioning (both physical and mental) but with a particular focus on improving socialisation, emotional resilience,

falls prevention, including strength and balance and moving more, nutrition and social eating. It will use the population health management approach and as such is expected to align to and draw in the relevant Primary Care Networks.

5.6 City wide services will explore how to develop a more granular approach across these four neighbourhoods where data makes the case, following in the steps of Manchester Active and Pans and their hyper-localised model they have developed using the additional Covid monies that have been invested in their services.

5.7 Care homes

A project plan will be developed this autumn for the sub-group established to help shape how this work is taken this work forward. A range of demonstrator projects will be delivered next spring and a number of key care home providers will be engaged to help develop a set of protocols and standards to support further expansion of this work.

5.8 Employment

Work is underway to address over 50's employment with focused projects and initiatives and we are working with wider DWP commissioned programmes to make the over 50's a priority group. Similarly, the Council's Social Value Policy identifies those economically disadvantaged, including the over 50's as a priority group for organisations bidding for contracts.

5.9 The robust partnerships in place and strengthened relationships across the work & skills sector as well as employers should mitigate against the challenges this pandemic has presented and provide increased offer and opportunity for older works to return to and remain in work. It is expected that the strength of Manchester's economic recovery and the levelling up agenda will provide further opportunities, that if properly targeted at this age group, and accompanied by the support measures outlined in this report will benefit Manchester 50-67 year olds further.

5.10 Setting up the over 50s Employee Group is the first step to Manchester City Council truly becoming an age friendly employer. A focus form there will be for this group, and individuals' lived experience as employees to be used to review policy and practice, ensuring we are truly an age friendly employer.

5.11 Our Manchester

With continued representation from the Age Friendly Manchester Older People's Board, and greater adoption of the age friendly communications standards it is expected that a far greater range of positive images and celebration of older peoples' voice and contribution to Manchester will be seen and heard.

6.0 Conclusion

- 6.1 Good progress has been made across a range of activities to support the five ageing recovery priorities. Robust governance, partnerships and systems have been put in place to drive this work further and a range of ambitious plans are being put in place over the next 18 months to take this work further forward.
- 6.2 There are a vast range of opportunities to support this agenda. The focus drive now needs to be retained.

7.0 Recommendations

- 7.1 To comment and note the contents of this report.