

## **Health Scrutiny Committee Report for Information**

**Report to:** Health Scrutiny Committee – 11 October 2023

**Subject:** Making Manchester Fairer: Tackling Health Inequalities in Manchester 2022-2027

**Report of:** Deputy Director of Public Health

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### **Summary**

This report provides an overview of progress made from October 2022 to October 2023 on the Making Manchester Fairer Action Plan.

In the first year of the programme the implementation of the Making Manchester Fairer programme governance, foundational workstreams and thematic work has made significant progress.

The Making Manchester Fairer Programme Board has been established with the first meeting taking place in May after an extensive Expression of Interest process that recruited people to the board that are visibly reflective of Manchester's diverse communities (particularly those most impacted by health inequalities) and has a balance of different types of perspectives including organisational, professional and lived experience.

Development of the governance and approval process for the Kickstarter Schemes allowed for the Children's element of the Supporting Children, Young People and their Families scheme to begin implementation in April and for all Phase 1 Kickstarter models to be endorsed.

The Anti-Poverty Strategy (APS) was formally adopted at Executive in January and is the main route to delivering against the MMF theme of reducing poverty and debt. It sets out our vision that the whole of Manchester will work together to reduce poverty and lessen the impact of poverty on our residents. The strategy contains 53 actions across 12 priorities and 4 themes.

A Communities and Power Steering Group has been established to drive forward the actions outlined within the two Manchester-specific themes of Tackling Systemic Racism and Discrimination, and Communities and Power. A comprehensive and immersive education programme on Race and Health Equity has been commissioned and launched.

Further to the workstream and programme development, theme leads have developed projects and initiatives that are designed to meet the aims and objectives within their thematic area with significant progress made across all themes and with a particular focus on the Homes and Housing Theme.

**Recommendations**

The Committee is asked to note the progress made in implementing the Making Manchester Fairer Action Plan, including the work that is taking place across partner organisations to integrate the Making Manchester Fairer approach and principles system wide.

**Wards Affected:** All

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

**Equality, Diversity and Inclusion** - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	<p>There is a recognition that Covid-19 has had a disproportionate impact on certain communities in our city. In delivering Making Manchester Fairer we will address the health inequalities that have been exacerbated by the Pandemic and the Cost of Living Crisis.</p> <p>The plan, sets out how we will build on the strengths of Manchester as a city and the amount of work that is already taking place to improve lives for residents, reflecting the OMS outcomes:</p> <ul style="list-style-type: none"> <li>• A Progressive and Equitable City : We will strive to create a truly equal and inclusive city, where everyone can thrive at all stages of their life, and quickly and easily reach support to get back on track when needed.</li> <li>• A highly skilled city: world class and home grown talent sustaining the city’s economic success</li> <li>• A liveable and low carbon city: a destination of choice to live, visit, work</li> </ul>
A highly skilled city: world class and home grown talent sustaining the city’s economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
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.

- Making Manchester Fairer, Tackling Health Inequalities in Manchester 2022-2027 – Health Scrutiny Committee, 12 October 2022
- Making Manchester Fairer - The Anti-Poverty Strategy 2023-2028 – Economy Scrutiny Committee, 18 January 2023
- Manchester Housing Strategy (2022-2032) – Annual Monitoring Report - Economy and Regeneration Scrutiny Committee, 18 July 2023

## 1.0 Introduction

- 1.1 Making Manchester Fairer (MMF) is Manchester City Council's five-year action plan to address health inequalities in the city focussing on the social determinants of health.
- 1.2 In the wake of the COVID-19 Pandemic and the cost-of-living crisis, the need to tackle inequalities in the city continues to be a corporate and political priority.
- 1.3 The delivery of Making Manchester Fairer can be by its 8 themes, 4 ways of involving communities and 6 principles that underpin the way the programme will be delivered. Implementation of the plan has focused on the foundational workstreams required to ensure robust delivery of the plan (see section 2).

Figure 1: MMF Delivery Plan Themes, Principles and Ways of Involving communities.

Themes	Principles for delivery	Ways of involving communities *
<ul style="list-style-type: none"> <li>❖ Early years, children and young people.</li> <li>❖ Poverty, income and debt.</li> <li>❖ Work and employment.</li> <li>❖ Prevention of ill health and preventable deaths.</li> <li>❖ Homes and Housing.</li> <li>❖ Places, transport and climate change.</li> <li>❖ Systemic and structural racism and discrimination.</li> <li>❖ Communities and power.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Proportionate universalism and focus on equity.</li> <li>❖ Respond to and learn from impact of COVID-19.</li> <li>❖ Tailor to reflect the needs of Manchester</li> <li>❖ Collaboration, creativity, and whole system approach.</li> <li>❖ Monitor and evaluate to ensure we are Making Manchester fairer – narrowing gaps within Manchester as well as regional and national averages.</li> <li>❖ Take a life course approach with action on health inequalities starting before birth and right through to focus on ageing and specific needs of older people.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Listen to us</li> <li>❖ Trust us</li> <li>❖ Employ us</li> <li>❖ Create and support the conditions for social connections to develop and flourish</li> </ul>

\*Based on insight from community group engagement

## **2.0 Making Manchester Fairer Programme Workstream Update**

2.1 The MMF Programme Management Team have established a number of workstreams that are forming the foundation for delivery of the programme. These workstreams are:

- MMF Governance and Programme Board
- General Communications and Engagement
- Workforce Development
- Resident and Community Engagement and Involvement
- Kickstarters and Investment Fund
- Anchor Institutions
- Monitoring
- Evaluation

### **2.2 MMF Governance and Programme Board**

2.2.1 The Chief Executive of MCC is the overall Senior Responsible Officer for the programme and monthly progress updates are reported to Senior Management Team (SMT).

2.2.2 Due to the ambition and breath of the MMF Plan it has been recognised that, for the programme to be successful, it is essential that ownership and accountability for the plan is distribute across departments and system wide partners. The Making Manchester Fairer Task Force is made up of leaders across the system who will drive delivery of actions in each of the themes.

2.2.3 The Making Manchester Fairer (MMF) Programme Board was established in May 2023. The board will play a vital role in ensuring that we deliver the actions within the plan in line with our core principles of proportionate universalism and health equity.

The Board will:

- Contribute to the strategic direction of Making Manchester Fairer and ensure implementation of the Action Plan and the Anti-Poverty Strategy
- Hold partners responsible for delivering the Plan to account.
- Review and scrutinise activities across the partners delivering the Plan to ensure that they are delivered in line with the Making Manchester Fairer principles and that our aims and objectives are achieved.
- Ensure the maintenance of sound financial management of resources, and that expenditure is in line with our objectives.

2.2.4 Although board members may be able contribute to the delivery of the plan through their professional roles, partnerships and networks, the responsibility for delivery of the plan sits with the Making Manchester Fairer Taskforce, MCC's SMT and joint work with a range of partners through a number of established forums in the City including the Our Manchester Forum and the Our Manchester Business Forum.

2.2.5 The Board is co-chaired by Councillor Thomas Robinson and Councillor Joanna Midgley and meets quarterly. Board members have been recruited through a combination of direct invitations and an expression of interest process.

2.2.6 The aim of the expression of interest process was to recruit people to a board that is visibly reflective of Manchester's diverse communities (particularly those most impacted health inequalities) and has a balance of different types of perspectives including organisational, professional and lived experience. The published role description for Board members stated that individuals should:

- *Want to work with us to make a real and lasting impact on health inequalities and poverty in Manchester.*
- *Be confident in presenting their own ideas, bringing their individual perspective, and providing challenge.*
- *Have strong leadership skills or are committed to developing them.*
- *Be personally committed to ensuring diversity is positively valued and working collaboratively and creatively.*
- *Be able to provide a different perspective based on their professional or personal experience of health inequalities and/or poverty.*
- *Have a personal, vested interest in Making Manchester Fairer, because they live, work or study in the city.*
- *Able to facilitate partnership working with other organisations where that might be beneficial.*
- *Have experience, knowledge and understanding around the relationship between health inequalities and: children and young people, older people, poverty and debt, housing and homelessness, tackling racism and discrimination, places, transport, and climate change. We are also seeking members who understand the role that business can play in our vision to make Manchester fairer for all.*

2.2.7 Through the robust recruitment and selection process candidates were selected for the programme broad, that provide a cross section of professional and lived experiences across the MMF themes and neighbourhoods in Manchester. There is also a balance of people who bring organisational perspectives from known and well-connected forums in the City and individuals with personal and individual perspectives that will bring diversity of thought and perspective. A list of board members is included in Appendix 1.

## **2.3 General Communications and Engagement**

2.3.1 Alongside the MMF work programme a proactive, system-wide strategic communication and media plan has been implemented.

2.3.2 The current focus of the communications plan is a renewed citywide focus for the cost-of-living campaign and promotion of the advice line as part of the Anti-poverty Strategy. Support was outlined for summer, including free events and preparation for the return to school. All the community networks

established during the COVID pandemic, were used to help with both fronting and helping to share these messages.

- 2.3.3 This approach also incorporates our support around food poverty, where there are two main areas of focus: letting people know where and how they can get help; and the recruitment of more food bank volunteers. There is also a focus on culturally appropriate food support – which was featured in our Making Manchester Fairer podcast series.
- 2.3.4 A MMF podcast series has been launched. This conversational series highlights the issues that can cause inequality in an accessible way– involving people who are helping to address that imbalance, or who are facing its effects. The podcast series has a profile on RSS, a digital comms site so that it can be distributed to key platforms including Spotify, Apple and Amazon Music.
- 2.3.5 The first podcast concentrated on Haveley Hey Community School in Wythenshawe, where the work of an Intensive Support Teaching Assistant is helping pupils with their writing. This is part of the children and young people’s Kickstarter scheme – helping children who may have fallen behind on key developmental milestones, as a result of the pandemic.
- 2.3.6 The second podcast in the series had a focus on the role of food and food banks in the Cost-of-Living crisis and how sharing food can help to make other wellbeing messages more palatable.
- 2.3.7 The development of family hubs in the city is also a key part of the Making Manchester Fairer action plan and it was vital that communities felt an affinity with the new centres. This is why co-production and design with community groups was carried out, so that their opinions were reflected within the branding, look and feel of the centres. The results from this co-production will also be factored into subsequent projects and have formed a blueprint for how we can engage with communities for meaningful and inclusive communications.
- 2.3.8 Community voice has also been reflected in the communications support for Manchester’s Health Determinants Research bid. If successful, this initiative will marry local feedback and local experience with academic research and policy delivery. Our Manchester bid needed both films and endorsements that could explain why it would make a difference for the city and add speed to the change we are looking for.
- 2.3.9 This narrative is also reflected in a broader film being produced that not only explains all the different elements of the Making Manchester Fairer programme, but also highlights the statistics behind its ambitions and how they equate to improving chances for local people.

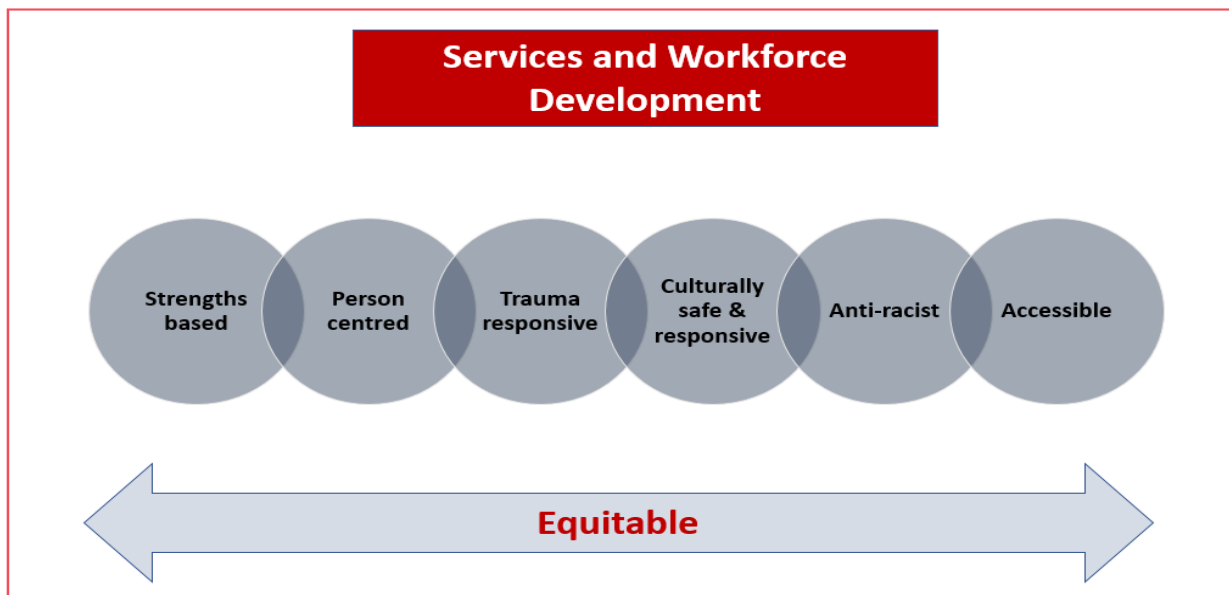
## **2.4 Workforce Development**

2.4.1 Our wider system workforce needs to be informed, motivated and highly skilled in developing equitable services which the residents of Manchester can benefit from and will positively impact on health and wellbeing outcomes.

2.4.2 On the pathway to improvement, we aim to see:

- MCC and staff in the wider public health system aware of the reasons for MMF and what the plan looks to achieve.
- A suite of evidence-based tools / interventions / approaches being delivered in collaboration with the wider workforce.
- Behaviour change of staff including the adoption and scaling up of existing good practice, improvement of existing practice that fails to recognise and address inequalities and the cessation of practice exacerbating inequalities.

Figure 2: Service and Workforce Development



## 2.5 Resident and Community Engagement and Involvement

2.5.1 A MMF Community Engagement and Involvement Framework has been developed which highlights how community engagement activity to deliver the MMF ambitions, will focus on involving, collaborating and empowering residents whilst adding value to engagement activity already taking place across the city. Engagement activity will specifically focus on residents and communities that are most adversely impacted by health inequalities through socio-economic disadvantage, who have first-hand experience of discrimination and whose voices are traditionally less heard or have less influence in policy and decision making. This framework was endorsed by the MMF Programme Board in July 2023.

2.5.2 A key element of the framework is to ensure that the voice of lived experience and community perspective is embedded in the MMF governance structure. The 'MMF Community Forum' will work with and support the Programme

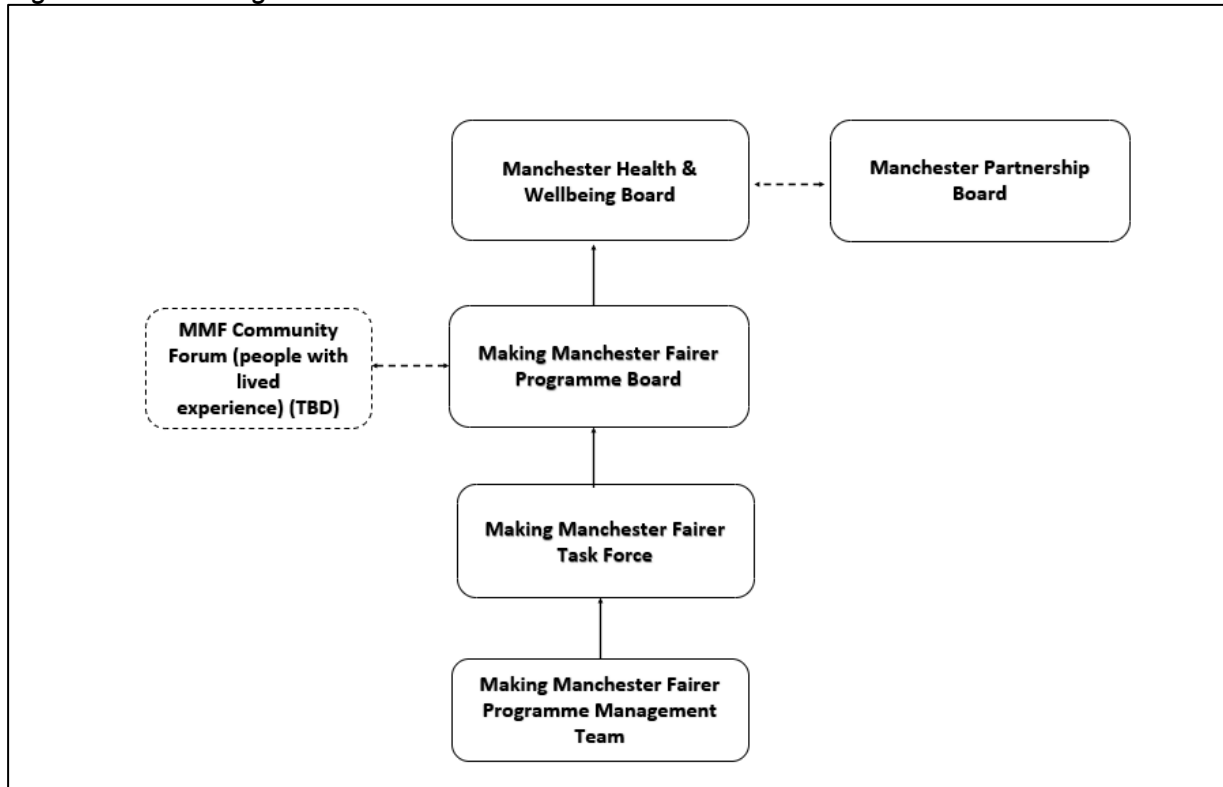


Board by reviewing, questioning, and helping to develop MMF delivery plans and will have a key role in supporting the Programme Board to hold partners to account from a community perspective. It is proposed that the Community Forum will:

- Provide a platform for resident and community voices to collaborate on the broader MMF Programme
- Provide an opportunity to build trust between Manchester's residents, the City Council and key stakeholders.
- Be co-designed with forum participants
- Feed directly into, and receive information directly from the MMF Programme Board
- Represent the diversity of Manchester's communities by
  - focusing on participants with protected characteristics and
  - focusing on involving members with insight grounded in their own lived experiences and that of their community(ies) and/or networks
- Have a focus on training and empowering participants.
- Allow participants to act as 'community collaborators' to inform, consult and involve their wider community.

2.5.3 It is envisaged that an external facilitator will be commissioned in early 2024 to implement and develop of the Community Forum.

Figure 3: MMF Programme Governance



## 2.6 Kickstarters and Investment Fund

2.6.1 MMF is a broad and ambitious plan that will take time to get underway and deliver well. In recognition of that, four Kickstarter schemes were identified to “kickstart” delivery of the plan with a focus on improving health equity, exemplifying the MMF principles and building momentum for the plan’s delivery whilst the detail of the broader approach takes shape.

The four Kickstarter schemes will focus on:

- i) Supporting children, young people and their families particularly those most impacted by the cost-of-living crisis and those from communities that experience racial inequality. This will include a focus on the mental health and wellbeing of young people and, and work to address health, income, and education inequalities among the target groups.
- ii) Early help and support for adults experiencing multiple and complex disadvantages, and barriers to their health and wellbeing. These adults often have a combination of substance-misuse problems, mental ill health and homelessness but don’t meet the threshold for statutory services and fall through the gaps in the system.
- iii) Integrating employment, health and wellbeing services for people who are out of work or at risk of being out of work due to physical or mental ill-health. This will focus on strengthening the support NHS patients can get around employment, skills, and training in a person-centred and place-based way.
- iv) Supporting residents to become active in their neighbourhoods and communities; this means exercise that works for people that they can enjoy

and build into their day to day lives. A campaign built on grass-roots activities will celebrate the diversity of Manchester and the broad range of activities that can help people stay fit and active.

2.6.2 To ensure that the Kickstarters are developed in line with the MMF principles to achieve the broader objectives of the programme and add value to work that is already taking place in the city, a Kickstarter Implementation Group has been established to provide support to the project teams to develop their business cases and mitigate any risk to delivery.

2.6.3 The development, endorsement and delivery are an iterative and supportive process whereby implementation of the schemes can begin at a small scale without waiting for final endorsement by the MMF Programme Board, but the board will be used at check points to endorse ongoing development and ensure delivery is in line with the objectives of the MMF plan. This should provide assurance on the Kickstarter schemes and investment without causing a delay to implementation.

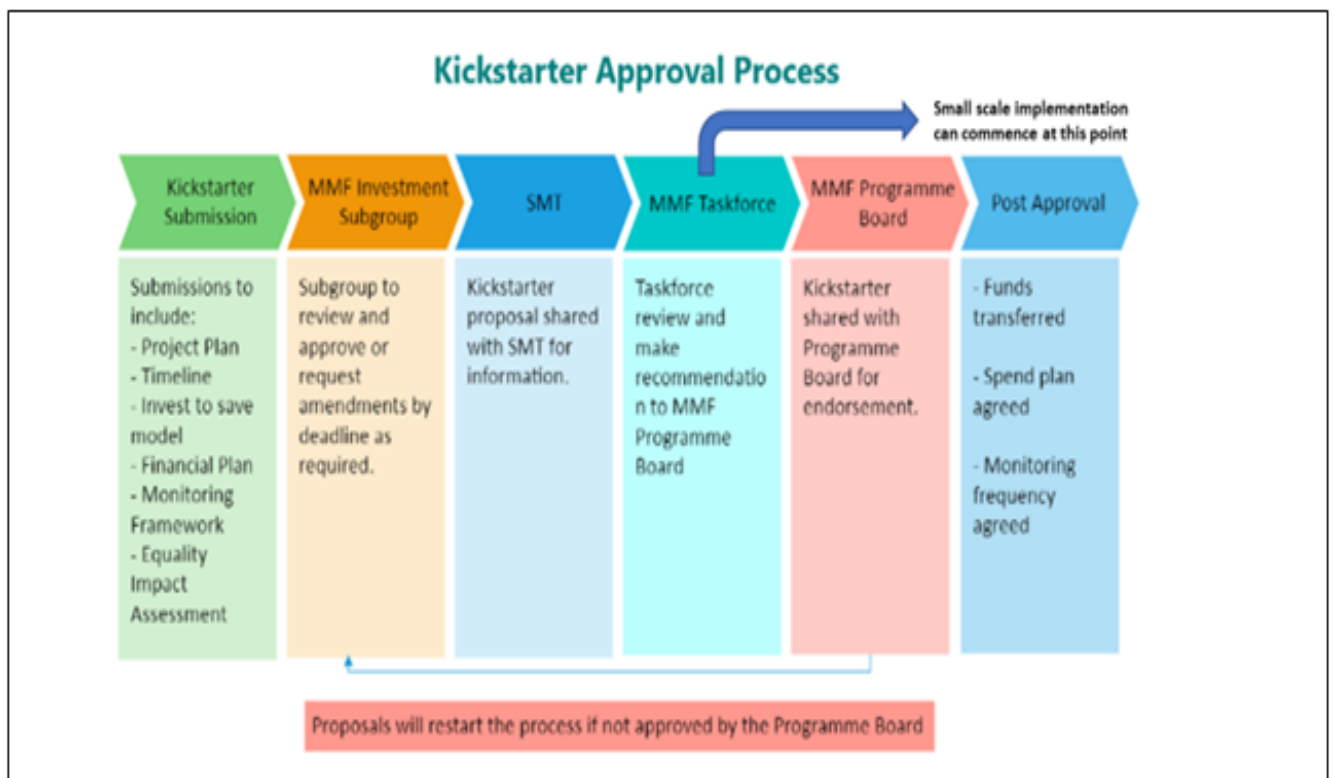


Figure 4: Kickstarter Scheme Approval Process

2.6.4 The Making Manchester Fairer Investment Fund is currently City Council funding that is expected to deliver savings within the next three to five years, within the context of budget pressures and the cost-of-living crisis. Following the decision to prioritise investment, the Children and Young People, and Early Help for Adults Experiencing Multiple and Complex Disadvantage schemes have been developed in the first phase.

2.6.5 The phase one Kickstarters are expected to deliver financial benefits as well as improving health equity for the target population groups. An update on the

two Kickstarter schemes prioritised for investment and endorsed by the MMF Programme Board in May is provided below.

(i) Improving Health Equity for Children and Young People

*Children's element:* In April work began to implement the 3-tier support offer delivered by a collaborative task force of services to provide intensive, targeted and universal support and interventions for children and families in early years.

Schools were identified for intensive support where analysts of Early Years Foundation Stage data showed a significant and widening gap compared to the national/local data and where high levels of deprivation and/or low engagement with services are predominant.

Benefits of the Kickstarter will be in the short / medium term:

- Improved school attendance
- Improved uptake of Early Years offers/free 2-year-old childcare
- Improved school readiness

Longer term benefits will be realised in 2 -3 years through:

- Reduction in demand for specialist services such as speech and language therapy.
- Reduction in Education, Health, and Care Plans (EHCPs) due to needs being met at SEND (Special Educational Need and Disability) services.
- Increase in children reaching the appropriate level at each transition stage.

In terms of progress all 10 schools identified for intensive support have recruited a support worker and are working with speech and language therapists and education psychologists to plan support.

All 40 schools identified for the next tier of targeted support, are engaged and are working in groups to plan how they are using the resources available through the Kickstarter scheme.

The universal offer has started with an Early Years transition reading book that went out to all children in Manchester starting Reception in September 2023. Books and the parent activity/enrichment pack went out to all early years settings before the end of the summer term.

Qualitative and quantitative feedback on progress is expected at the end of the autumn term – December 2023. Informal feedback from the schools receiving support has been positive with outcomes including:

- The re-establishment of links between schools and other services such as Sure Start which had broken down over COVID, helping to improve the transition of children into Reception.

- Partners who will form part of the taskforce are seeing the project as a route to deliver support.
- Haveley Hey Community School, the first intensive support school, has seen the children's ability to write improve week on week, they are now able to express themselves through writing and have developed a positive association with writing which has fortified the building blocks of their learning going forward.

*Young People's element:* This model was endorsed by the MMF Programme Board in July. The Kickstarter seeks to reduce the inequality or gap between the general population of young people and certain groups who are at an increased risk of experiencing poor mental wellbeing or developing mental ill health, such as those most impacted by the cost-of-living crisis, LGBTQ+ young people, racially minoritised young people, and those who have needed social care service support.

The main target groups will be young people (aged 13-25) living in the 11 wards in the city where poverty, marginalised communities, and young people's needs are the greatest. This will include young people living with their families, and young people living independently (e.g., young people in or leaving the care system or young people who are homeless).

There will be 2 delivery elements for the Kickstarter: a) mental health and wellbeing support (online and 1-1) for young people, and b) a multi-component skills-based training and support programme for frontline workers and managers in community settings, to increase skills and capacity for supporting young people's mental health and wellbeing and preventing mental ill-health.

Specialist VCSE (Voluntary, Community and Social Enterprise) organisation(s) with knowledge and experience of the needs of young people in Manchester, skills in supporting young people with mental health issues, and understanding of the needs and assets of Manchester's communities and young people, will be commissioned to deliver these. This work will begin in late October / November.

It is envisaged that delivery will commence from October and measurable benefits will be evident from January 2024.

Benefits will be in short / medium term:

- Take up of targeted support and engagement with young people- VCSE provider will be triaging 42nd w/list based on targeted groups outlined.
- Improvement in wellbeing - measured at start and end of support with regular follow up at 3/6/9 months post support.
- Reduction in 42nd waiting list for the targeted groups

Longer term benefits in 2 years will be seen by reducing or preventing demand in high demand areas such as:

- Reduced referrals for specialist mental health services

- Visits to A&E
- Substance abuse

It is worth noting these longer-term significant benefits will only be realised if learning from Kickstarter outcomes enabled the provision to be scaled up.

#### (ii) Early Help for Adults Experiencing Multiple and Complex Disadvantage

This Kickstarter will allow Multi-Agency Prevention and Support (MAPS) meetings to be delivered across 13 Integrated Neighbourhood Team footprints, bringing together locality- based professionals with intelligence and experience working with adults who require supportive interventions. A commissioned local support provider with experience of working across sectors will draw on the intelligence of all MAPS and VCSE partners to provide a bespoke holistic support intervention and a single point of contact for the individual receiving support. The target group are adults experiencing multiple disadvantage (e.g. homelessness, mental ill health, alcohol or drug misuse, and unemployment)

It is envisaged that a local provider will be commissioned in early 2024 to provide this support.

Monthly monitoring of the additional MAPS and commissioned activity will take place from the date each MAPS is implemented. Benefits of provision should be evident from Q1 of the 24 / 25 financial year.

Benefits will be in short / medium term:

- Referrals to new MAPS Meetings
- Relationship building and intelligence sharing with MAPS partners
- Embedding of Early Help for Adults Case Management within MAPS supporting the wider support network

Longer term benefits in 2 years will be seen by reducing or preventing demand in high demand areas including:

- Reduction in A&E presentations
- Reduction in the number of people sleeping rough or who are homeless
- Reductions in demand for adult social care services
- Reduction in intensive mental health support

2.6.6 In early 2024 work to explore funding options and develop the phase two Kickstarters will begin (i) Integrating employment, health and wellbeing services and (ii) Supporting residents to become active in their neighbourhoods.

## 2.7 Anchor Institutions

2.7.1 Manchester institutions and businesses have a key role in addressing health inequalities and it is recognised what impact their collective actions can have

on health outcomes by changing their operations, investments and services. To help deliver the MMF Plan we aim to strengthen our approach to working with our anchor institutions and build on the good work already taking place.

- 2.7.2 Mapping work to understand how different groups of anchor organisations in Manchester are structured and their main focus of activity is complete. The main groups of anchors, which are run by Greater Manchester Combined Authority, Manchester City Council and National Health Service colleagues as well as the universities have some significant areas of overlap, particularly connected to employment and especially with regard to the living wage and good employment terms and conditions.
- 2.7.3 Our next step for this work is to agree a way to bring together the common work on employment outcomes between networks into a joint programme of activity that builds on and enhances existing good practice. It is likely that the focus will be on promoting the real living wage (RLW) and undertaking joint work to increase the number of businesses paying a real living wage and the number of Manchester residents being paid the RLW.

## **2.8 Monitoring**

- 2.8.1 The Making Manchester Fairer Inequalities Data Development Group, focused on the strategic aim of embedding the routine monitoring of inequalities within partner organisations, has been established and meets monthly. The group has helped facilitate connections with analysts and policy makers to co-produce the Manchester Measuring Inequalities Toolkit with the University of Manchester. The toolkit is intended to be a resource for analysts and policy makers to strengthen their understanding of and inform the selection of methodologies for measuring inequality between groups. An initial course outline has been produced, content is in development, and the first iteration of the training course is planned for mid-September 2023.
- 2.8.2 Key indicators that will form the basis of an annual 'temperature check' of progress on Making Manchester Fairer have been identified. These are based on the Marmot Beacon indicators but have been developed as a more focused, locally informed, set of measures which will more accurately reflect where progress is expected to be made. Data that supports these indicators is being gathered to identify current performance and trends, and identify where further development might be needed to meet our ambition to report gaps in outcomes between groups alongside overall performance.



Figure 5: MMF Annual Temperature Check indicators

2.8.3 The Kickstarter leads have been supported to understand the MMF approach to monitoring, within a framework for measuring short, medium and longer term progress that combines qualitative and quantitative data and is linked in with the evaluation workstream.

## 2.9 Evaluation

2.9.1 The main programme evaluation for MMF is focused on the research question, “What is the best way to mainstream health equity approaches across Manchester?”. This is separate, but aligned to, the individual evaluations taking place within workstreams, themes or interventions. Where workstreams,



themes or interventions have arranged to have their own” in-house” evaluations carried out by an external provider (e.g. the Young People’s Kickstarter) the MMF Evaluation Lead is working closely with the Kickstarter leads and external evaluators to ensure that findings are shared, and that work is not duplicated.

2.9.2 An exercise that focuses on the key evaluation elements and analysis is underway for the Kickstarters. Early findings show that data from business plans and interview transcripts can be categorised into the following themes:

- Needs Driven
- Multi-agency Working
- Placed-based Approach
- Recognition of Individual and Group Characteristics
- Healthcare Focus; Sustainability
- Longevity

2.9.3 For the main programme evaluation, interviews are planned to take place across the year at relevant time points, and observations of meetings and events are taking place to establish the current status of health equity mainstreaming approaches for year 1. Data collection for two case studies (Inclusive Recruitment to the Programme Board and Promoting Making Manchester Fairer at the Neighbourhoods Awayday) is underway and other case studies will be identified across the year. The Evaluation Lead is working closely with the Monitoring Lead to take a mixed methods approach to exploring any effects and impact of MMF and exploring additional ways to build capacity within the evaluation team. This has involved liaising with contacts at the University of Manchester and exploring external research funding from the National Institute for Health Research

### **3.0 Making Manchester Fairer Thematic Progress**

3.1 Further to the development of MMF workstreams, progress is being made to deliver the thematic actions set out in the MMF Plan. Captured in Appendix 2 is a key achievement for each of the themes from July 2022 to June 2023. This section summarises progress across all the themes with the exception of Homes and Housing, which is the focus of a deep dive in section 4.

- Early years, children and young people
- Poverty, income and debt
- Work and employment
- Prevention of ill health and preventable deaths
- Homes and Housing
- Places, transport and climate change
- Communities and power
- Systemic and structural racism and discrimination

## **3.2 Early Years, Children and Young People**

- 3.2.1 The Early Years, Children and Young People theme focuses on giving children and young people the best start in life. The Children and Young People's Kickstarter schemes have been developed to support this work, as have several other workstreams which have advanced.
- 3.2.2 Since July three Family Hubs have opened in Longsight, Cheetham and Wythenshawe. The Hubs provide a 'one-stop shop' which families can go to for face-to-face advice and access to a wide range of services to help them navigate all aspects of family life - from health issues such as infant feeding, mental health support, and stopping smoking, to building better relationships, accessing school and education support, as well as providing advice on jobs, skills training, and next steps post-18. 'Navigators' have been recruited to support families access services and co-production is underway with local groups as part of the Family Hubs programme.
- 3.2.3 The 'SAFE' (Support, Attend, Fulfil, Exceed) mentoring programme has been rolled out across Phase 1 and Phase 2 schools to support vulnerable young people at risk of exclusion, low attendance, low attainment, and serious violence. Phase 3 of SAFE will implement a new approach to attendance which will be co-produced based on feedback from young people.
- 3.2.4 The Inclusion Toolkit was launched, which is a comprehensive resource designed to support teachers, schools, and education professionals in creating inclusive learning environments. The toolkit provides practical strategies and guidance to promote inclusion and support learners with diverse needs.

## **3.3 Poverty, income and debt**

- 3.3.1 The Anti-Poverty Strategy (APS) was formally adopted at Executive in January and is the main route to delivering the MMF theme of reducing poverty and debt. The strategy contains 53 actions across 12 priorities and 4 themes and sets out our vision that the whole of Manchester will work together to reduce poverty and lessen the impact of poverty on our residents.
- 3.3.2 The delivery and oversight has been integrated into the MMF programme, recognising that you cannot tackle health inequalities without addressing the effects and causes of poverty.
- 3.3.3 At the July MMF Programme Board meeting, the year one APS work priorities were agreed. Actions have been prioritised to include those things which are important, achievable, or which need to happen first. This includes a mix of actions that will be MCC lead, and those which can be substantially led by our partners. In summary, priorities for year one include:
- Completing and updating data products that allow us to better understand who experiences poverty in Manchester (particularly in relation to some protected characteristics, e.g., race, age) which will allow us to design and target future interventions more effectively.

- Reviewing approaches to charges and debt recovery action taken against residents experiencing poverty.
- Looking at how we can expand access to advice and make sure that advice provision is of consistently high quality.
- Working with anchor institutions to explore how we can make better use of social value in supporting people who experience poverty.
- Setting up an “insight group” of people with personal or professional experience of poverty to support and challenge officers and our partners in delivering the strategy.
- Creating opportunities for people in Manchester working on tackling poverty to come together and share best practice.
- Ensuring that access to food is secured for the least well off.

3.3.4 Most of this work is now in progress. Notable updates include:

- The Council’s Executive has recently adopted a new Revenues and Benefits Cost of Living Mitigation Policy that establishes arrangements to enable the repayment of Council Tax arrears over a longer period; enables a more proactive approach to writing off summons costs, introduces an informal breathing space arrangement and moves towards a more intelligence-based approach to referrals to Enforcement Agents.
- An external organisation will be commissioned to manage the Anti-Poverty Insight Group, helping build trust between participants and bringing in expertise in making marginalised voices heard. A scope of service is currently being finalised to commission this.
- A refresh of ward level data that has previously been used to inform cost-of-living response work is underway.
- We are working with colleagues in commissioning to re-tender the Citywide Advice Service contract to ensure it reflects our learning from developing the anti-poverty strategy.

3.3.5 At the same time there are elements of the APS that are already in motion and against which substantial progress has already been made. This includes:

- Supporting residents who are digitally excluded, with MCC’s Digital Inclusion team supporting 2641 people to get online and providing 1420 residents with a device. Work now underway includes production of a digital inclusion toolkit, device lending from libraries, embedding support for residents in MAES (Manchester Adult Education Service) settings.
- Ensuring access to food by working with food providers to put in place a standalone body to coordinate work and bid for funding, helping maintain a strong ecosystem of food provision.

3.3.6 Towards the end of 2023 and into early 2024 we will also begin work to embed government. The duty would place a requirement on public organisations to economic disadvantage, the way in which we do for other protected characteristics. In the absence of enactment by UK Government, many public sector organisations have implemented the duty voluntarily.

### **3.4 Work and Employment**

3.4.1 The Work and Employment theme objectives and work have been set within the context of how long-term unemployment can contribute significantly to poor health, low well-being and increase the risk of early deaths whereas being in a good job is usually good for health and can contribute to managing ongoing health conditions. Currently 19,912 residents in Manchester aren't in work due to long-term sickness. That is 21% (one in five) of all unemployed residents and 5% of the entire working age population. Unemployment saw a sharp increase during the pandemic before falling but over the last few months old accounting for 22% of all claimants.

3.4.2 The Manchester Work and Skills Strategy was launched to support the development of an inclusive economy and is aligned to Making Manchester Fairer. Progress to deliver the MMF thematic objectives has had both an operational and strategic approach. The Work and Employment operational and strategic highlights and achievements are:

- Manchester achieved Living Wage Place Recognition. We have also exceeded our targets and currently have 254 Manchester accredited businesses with 73,590 employees paid the Real Living Wage (this is an uplift of 8,808 employees, who would not otherwise have been paid it)
- In May 2023 Manchester made a submission to UNESCO to become a member of the City of Learning Network. This would provide formal recognition as a City of Learning enabling us to galvanise and steer delivery of Manchester's eco-learning system, with a focus on those without the skills to progress into good jobs.
- Worked closely with Greater Manchester Combined Authority to influence and shape the commissioning of UK Government Shared Prosperity Funding (UKSPF). This included ensuring that the proportion of the funding we received matched the scale of need in Manchester. The provision will be place-focused and enable community level organisations to bid for funding to engage residents who are economically inactive. This represents a positive opportunity to fund trusted and culturally competent community organisations to engage residents on their journey back to work, in line with Making Manchester Fairer principles.

### **3.5 Prevention of ill health and preventable deaths**

3.5.1 As a system wide partner in the delivery of the MMF Plan and the Prevention of ill-Health and Preventable Deaths theme, the Manchester Foundation Trust (MFT) recognises the important role it plays in:

- i. Improving conditions in communities linked to the wider determinants of health through MFT's work as an anchor organisation.
- ii. Impacting behaviour change by making every contact count and taking the opportunity to signpost and refer patients to wider support where possible.
- iii. Taking action to reduce inequalities in access, experience and outcomes relating to MFT services.

3.5.2 Due to this the MFT health inequalities group has agreed that a Health Inequalities Lead will be identified for each of the ten MFT locations, they will be responsible for embedding an inequalities approach into the design and delivery of their services.

3.5.3 Priorities for 23/24 to support delivery include:

- A focus on reducing non-attendance of appointments for those groups with the highest non-attendance rates.
- Understanding and acting on inequalities within the bowel cancer and diabetes pathways.
- Urgent care needs assessment to better understand inequalities in urgent care use to inform Manchester and Trafford's urgent care strategy.
- Improving insights from data through further development of the health inequalities dashboard.
- Expanding widening access recruitment opportunities across the Trust.
- Progressing work to develop workforce awareness and understanding of health inequalities.

3.5.4 Further progress within this thematic area has been:

- Development and implementation of a system-wide winter vaccination approach to deliver outreach/mobile offers in communities with low coverage, integrated with community events and trusted partners. Over 2000 COVID vaccinations have been delivered in this way.
- Expansion of winter vaccination Adult Social Care day centre clinics for people with severe learning disabilities or mental health issues, including a Special Schools Children's Flu offer which was taken up by a number of parents/carers and supported with a transport offer.
- In April 2023 £200k funding was granted to support the Winning Hearts and Minds 'Healthy Hearts' workstream, providing community-based interventions in North Manchester, whilst £136k was granted for work with Black communities in the South and East of the city. The work aims to improve heart health, working with Primary Care Networks & pharmacies to improve awareness, prevention, diagnosis and treatment adherence.
- Breast screening – short list of potential new screening locations in underserved areas agreed. Further work is taking place to ensure these sites are practical ahead of bringing them online.
- Health Development Coordinators are working with neighbourhood teams to develop population health management approach to address inequalities in bowel cancer screening.

## 3.6 Homes and Housing

3.6.1 All full update on progress made against the theme's priorities and actions are detailed in section 4.

### **3.7 Places, transport and climate change**

- 3.7.1 The Places, transport and climate change theme focuses on improving our surroundings, the environment where we live, transport and climate. To support progress of this theme a number of work programmes have been prioritised where there is a collaborative approach to advancing the actions within the plan.
- 3.7.2 In February 2023 the Manchester Heat Pack and storyboard was completed by the Met Office working with the City Council and Manchester Climate Change Agency. The Heat Pack provides high level, non-technical summaries of climate change projections for Manchester, using scientific research to provide robust climate information to help decision makers plan for the future and enable Manchester to become more resilient to climate change. The storyboard helps us understand who and where in the city is most vulnerable to extreme heat under current and future climate change.
- 3.7.3 In February 2023 Manchester City Council published the Manchester Active Travel Strategy and Investment Plan which aims to improve access to the city centre, district centres, parks and other key destinations, enable safe access to schools and colleges, improve citywide health and wellbeing, reflect the diversity of Manchester and address transport inequalities.
- 3.7.4 A Strategy Development Toolkit slide pack was presented to Manchester City Council's Strategic Management Team in May. This will help to create a more standardised approach to strategy and action plan development, ensuring that future strategies consider their contribution to the Manchester Climate Change Framework as well as undertaking an Equalities Impact Assessment. Existing strategies will be reviewed to ensure they link with Making Manchester Fairer and its associated Anti-Poverty Strategy.

### **3.8 Systemic and structural racism and discrimination**

- 3.8.1 A comprehensive and immersive education programme on Race and Health Equity has been commissioned and launched in September. This programme, which has 75 participants in the first cohort from partners across the council, health, and housing will enable our workforce to be better informed, equipped and confident to implement the right solutions that will improve outcomes for communities experiencing racial inequality and discrimination.
- 3.8.2 The key learning outcomes from the education programme are as follows;
- Understanding how racial inequity operates at different levels within a system and the impact that has on health outcomes.
  - A better understanding of Manchester's population and its demographics with the ability to use data and insight effectively to make informed decisions.
  - An understanding and the importance of involving communities in co-designing and co-creating solutions to inform actions to reduce inequalities.

- The development of knowledge, skills, resources, tools and confidence to create more inclusive work practices and approaches to services.
- Giving participants the time, space, encouragement and permission to collaborate on planning and improving delivery.

3.8.3 Further support will be provided through masterclasses where expert speakers will provide insight into a range of topics with a focus on the most persistent and pervasive issues marginalised communities face, and action learning sets to promote peer to peer support and collaborative problem solving during the programme and beyond.

3.8.4 An evaluation of the programme will be conducted during and after the completion of the programme. The evaluation will enable us to ascertain whether the aims of the programme and learning outcomes as set out have been achieved and the evidence gathered will help inform next steps for the programme.

3.8.5 Through the evaluation we want to be able to articulate what change has happened as a result of this intervention, and ideally which of these changes would not have happened had the programme not taken place.

### 3.9 **Communities and Power**

3.9.1 All the work that will be undertaken in the MMF plan to tackle health inequalities will need to be informed by understanding the strengths and needs of Manchester residents and communities and how best we can work with them to Make Manchester Fairer and create health equity. The Communities and Power theme will focus on the following actions:

- Understand the strengths and needs of our communities, building on best practice and look at greater innovation and creativity.
- Support the development of leadership skills amongst organisations who are trusted by communities who experience inequalities on a day-to-day basis.
- Revise our VCSE infrastructure support, building on learning from COVID 19
- Establish a forum to oversee the work that includes community voice to influence the action and delivery of the MMF plan.

3.9.2 A Communities and Power Steering Group, chaired by Manchester City Council's Deputy Leader Cllr Rahman, has been established to drive forward the actions outlined within the two Manchester-specific themes of (i) Tackling systemic racism and discrimination, and (ii) Communities and power. The Forum includes 2 community representatives that were recruited through an expression of interest process.

3.9.3 The Communities and Power Steering Group work has:

- Began to develop a community engagement maturity model and assessment. This will help us to understand how mature we are as a

system in terms of our engagement approaches with communities across the city, particularly with those whose voices that tend to be less heard. The assessment is the beginning of the process and will ensure we have an evidence base that allows us to develop and strengthen our approach as well as develop and informing a set of quality standards for engagement activity in the future. The assessment will also contribute to ensuring that equality and inclusion runs throughout this engagement work and is key to developing trust and strong relationships with Manchester's diverse communities. This piece of work started in September and will conclude at the end of 2023. The output will be a clear action plan, enabling us to further strengthen our approach and relationship with communities across the city.

- Supported the development of the Building Stronger Together Communities Strategy, linking strongly with work on encouraging relationships, participation and belonging which is key to creating strength in community in the city. The strategy will go to Communities and Equalities Scrutiny Committee in October.
- Undertaken an in-depth analysis of census data to help support actions to be driven by this forum - this includes looking at challenges experienced by particular ethnic groups. Understanding data and evidence available and gaps in relation to this work is important.

#### **4.0 Homes Housing - Improving housing and creating safe, warm and affordable homes Deep Dive**

4.1 The Covid-19 pandemic has highlighted again the importance of good quality housing to the health and wellbeing of our residents. We know that poor quality and overcrowded housing is harmful to health and widens inequalities for residents. This knowledge and experience remain critical as the cost-of-living crisis continues to impact Manchester residents. In July 2022 the Executive endorsed the Council's new Housing Strategy (2022-2032). Considering the current climate, the strategy has a strong focus on tackling inequalities. Furthermore, the commitment to Making Manchester Fairer, through improved housing, going beyond our own council homes is a strategic priority of the Manchester Housing Providers Partnership.

4.2 There are 6 themes within this workstream of the Making Manchester Fairer programme which will be delivered through the Council's Housing Strategy 2022-2032. Data in this report is from July 2023.

1. Deliver 10,000 new affordable homes over the next 10 years.
2. Increase the proportion of low and zero carbon affordable homes to 50% by 2025 and retrofit at least a third of the 68,000 social homes by 2032.



3. Improve property management standards in the private sector focusing on the lower end of the market, increasing selective licensing from 4 pilot areas to 12.
  4. Reduce rough sleeping and homelessness by maximising opportunities to acquire and refurbish older properties alongside the supply of new affordable homes.
  5. Capture the significant opportunities of placemaking and wider regeneration initiatives ...provide employment, training and skills which can be targeted at communities adversely impacted by the pandemic and subsequent crises.
  6. Provide good quality supported housing which delivers value for money, improves health and wellbeing and delivers public savings.
- 4.3 A target of delivering 10,000 affordable homes between 2022 and 2032 has been set. In 2022/23, 415 new affordable homes were delivered. Completions include 45 homes on Edge Lane Business Centre (Your Housing Group) and 43 homes at the Former Belle Vue Stadium site (Great Places). Over 1,280 affordable homes are under construction and a further c.1,760 with planning permission. 105 new affordable homes were built on MCC owned land in 2022-23 - representing 25.3% of total delivery.
- 4.4 The strategy recognises that improving the quality and the management of the homes we already have is also key to addressing inequalities, particularly in the private rented sector where housing inequality is most acute. Following consultation with communities in October 2022, in May 2023 the city council's Selective Licensing scheme was extended into 4 new areas of the city, helping address the impact of poor-quality homes and management standards.
- 4.5 Significant progress has been made in tackling the complex issue of homelessness within the city, which is in many ways counter to the national trend, numbers in temporary accommodation have been reduced by over 400 to 2750, whilst the number of families in Bed and Breakfast accommodation for more than six weeks has reduced from a peak of 131 to zero.
- 4.6 For MCC managed social housing the council recently approved £25m capital programme for 2023/24, to improve the quality of our residents' homes through a wide range of projects such as decent homes, energy efficiency, building safety, various estate based environmental improvements and adaptations, as well as bringing homes back into use. All of which are significant investments into maintaining and creating safe, secure and sustainable homes.
- 4.7 There is also commitment to completing the zero-carbon retrofit of at least one third of the 68,000 homes managed by Manchester Housing Providers Partnership partners by 2032. In March 2023 over £20m grant funding was secured to make over 2000 existing homes warmer, healthier and cheaper to run. The Council is also working with partners to deliver the Energy Company

Obligation Round 4 (ECO4) which provides grant funding to improve the energy efficiency of poorly insulated homes where households are on low incomes and is promoting a range of other funding opportunities for Manchester residents.

- 4.8 There is still work to do around the existing housing supply matching the demand and in particular for communities experiencing racial inequalities living in overcrowded poor-quality housing. The Strategic Housing Board will continue to oversee this and wider work and will report to this committee on progress made.
- 4.9 The Manchester Housing Provider Partnership (MHPP) are a key delivery partner for MMF Homes and Housing theme. MHPP have strengthened their approach to tackling health inequalities and have focused on how housing partners can collaborate towards the delivery of MMF.
- 4.10 MHPP is already making a significant contribution across all eight MMF themes, both through the work of the housing sector as a major employer and service provider to over 70000 households in Manchester, and in the quality of homes it provides. However, they also considered the following at their strategic away day in May:
- “How can overarching strategic messages be adopted whatever forums/ meetings we are in re: affordable housing being the foundation to MMF. “
  - “Positioning opportunity - Is there scope to adopt MMF signage on all new affordable housing developments across the city – a visible statement of the agenda and commitment?”
  - “Is there scope for MHPP to be more focussed? Housing providers and/ or MHPP already contribute both directly and indirectly towards each of the 8 MMF themes. By having focus, we can make the greatest progress and impact, and better measure the impact”.
- 4.11 The summary points from the MHPP discussions on the MMF themes were:
- Early years: – can MHPP do more to promote right sizing, and free up more family housing to ensure children are not living in temporary or transient, overcrowded housing conditions?
  - Poverty Income and debt - & - work & employment: - MHPP invest significantly in debt advice and tenancy support services, and in developing employment and skills opportunities. How can MHPP share better our insight and be more influential at a strategic level?
  - Ill health & early death: – a coalition of MHPP partners has been working with health and care organisations in both Manchester and Greater Manchester for a number of years and will continue to do so on this long-term agenda. The City’s new Enabling Independence Accommodation Strategy provides strategic direction for much of this work.
  - Private Rented Sector: – there was a feeling MHPP can do more to support the city council in this hugely important area.

- Growth and new supply: – MHPP are already working closely with the city to maximise the supply of new affordable homes. However, there is always scope to build more, which we should focus on.
- Carbon and investment: - MHPP are already working closely with the city as we prepare to deliver our plans to achieving carbon zero. Opportunity accelerates our work in this area.

4.12 Taking these considerations in to account it was agreed that Communities and Power and Tackling systemic and structural racism and discrimination would be the two themes the partnership would focus on, with progress monitored and reported at the quarterly MHPP Forum meeting.

4.13 In terms of the Communities and Power theme and social connections, MHPP is made up of a wide range of organisations – from place-based partners such as Wythenshawe Community Housing Group, Southway and One Manchester and long-standing organisations such as Mosscafe Saint Vincent’s, Great Places and Arawak, through to regional and national partners with relatively small footprints in the city. Whilst there may be different drivers, a huge amount of community engagement and activity is undertaken, and there are lots of positive examples of community investment and neighbourhood working. Acknowledging as a partnership we can better share what we are doing, to showcase good work in communities and the opportunities to work more effectively with other stakeholders including the city council within the proposed Community Engagement and Involvement Framework.

4.14 The partnership strongly agreed that the Tackling Systemic and Structural Racism and Discrimination theme should be a key area of focus. Recognising that, whilst there are examples of good practice, fundamentally as a sector there is to do here. Since the forum meeting this has been followed up and several MHPP colleagues will be participating in the forthcoming Race and Health Equity Education programme. The forum will also be using the quarterly forum meeting to “raise the bar” through sharing examples of good practice in this area.

#### 4.15 Homes and Housing Theme Public Health Interdependencies

4.15.1 Further to the actions already being delivered and driven forward in the MMF plan there are a number of programmes and initiatives being delivered in partnership with the wider public health department that contribute to tackling health inequalities associated with housing. Below provides information on key initiatives which relate to:

- i. Property conditions - mould and damp
- ii. Supporting recovery from substance misuse
- iii. Trauma Informed practices

**i) Mould and Damp** – Jointly funded by Public Health and Strategic Housing, a pilot project will be launched this year where hospitals will identify a child who is in hospital with respiratory issues. They will discuss with the family whether the home the child is living in is damp and/or has mould growth. In

appropriate cases the hospital will make a referral to Care and Repair Manchester (who operate a hospital discharge service for older residents too) who will arrange to treat the damp/mould and possibly install an extractor fan.

The focus will be on private homes, but work will be undertaken in urgent cases in the private rented sector. Where the landlord is the Council, or a social landlord detail will be provided to them with a request that they undertake urgent work. Details of poor quality private rented homes and the landlord will be shared with housing colleagues so that they can be monitored.

Work is currently underway to agree the referral method and we expect work to start in the next few weeks. The project will be reviewed and, if successful, a bid for further funding will be made.

**ii) Supporting recovery from substance misuse** - Manchester is one of 28 local authorities across England who has received Office of Health Improvement & Disparities (OHID) 'Housing Support Grant' funding to support people with both a housing and substance misuse support need, to test the impact of providing additional housing support to improve and sustain recovery outcomes. This funding is underpinned by the new national Drugs Strategy 'From Harm to Hope - 10-year plan to cut crime and save lives' that aims to reduce the supply and demand for drugs and deliver a high-quality treatment and recovery system.

To deliver this, Manchester is working in collaboration with key-local stakeholders to develop and implement a range of interventions that will support citizens affected by substance use, with the aim to maintain safe and suitable housing that supports long term recovery and independent living.

**iii) Trauma Informed practices** – The Trauma Responsive Housing Group made up of representatives from Public Health and registered housing providers meets every eight weeks. They share best practice in the roll out Adverse Childhood Experiences Training. The group has produced a bespoke training session that members of the group are delivering to all housing staff.

## **5.0 Key strategies and work across the system that have been aligned to MMF**

5.1 Through promotion, engagement and awareness raising with services and partners across the system, others have been encouraged to use the MMF Plan and delivery principles as the framework for their approach to tackling health inequalities and contribute to creating a fairer more equitable city. Work is now taking place across services and partner organisations to integrate the Making Manchester Fairer approach and principles system wide. Below are a few examples of where this is happening:

- i) Age Friendly Manchester
- ii) Social Value

***i)Age Friendly Manchester (AFM)*** - the MMF action plan focusses on reducing health inequalities that are experienced across different communities from before birth to older age in Manchester. Age Friendly Manchester's focus on tackling the inequalities experienced by the over 50's provides the ideal platform to delivery MMFs ambitions for this group. Specific activity will be included in the delivery plan that accompanies the recently refreshed AFM strategy that will seek to address inequality in health outcomes and work towards ensuring that people aged over 50 in the city can live economically secure lives that are free from the structural discrimination that impacts on healthy life outcomes.

***ii)Social Value*** – The North Manchester Social Value Framework has embedded tackling health inequalities and the MMF principles into its approach. Highway Services are also updating their social value strategy to reflect this approach too. Both these strategies will provide VCSE organisations with access to resources and support from large scale contracts and developments happening across the city.

## **6.0 Next Steps for MMF Action Plan**

6.1 Over the next year the MMF programme management team will continue with the delivery of the foundational workstreams alongside enabling partners to work together to deliver the actions under the 8 MMF themes. Exploring opportunities for further investment into the plan – particularly to support the participation and involvement of voluntary and community groups and organisations will also be a priority. Next steps for the plan will include:

- Establishment of the MMF Community Forum to strengthen the contribution of local people with lived experience to the programme governance.
- Development of a coherent approach to workforce development for MMF, focussed on what is needed to achieve health equity, that is integrated and aligns with the City Council's workforce plans.
- Development of the Phase 2 Kickstarter schemes on work and health, and enabling physical activity in communities.
- Facilitating opportunities to bring the broad MMF network of partners and organisations together to enable collaboration and share best practice.
- Development of an approach for engaging businesses and philanthropists to partner with and support neighbourhood and community-based services and organisations with a focus on improving health equity.
- Begin work to embed the socio-economic duty in the decision-making processes of the Council with a view to influencing our partners to do same.
- Collaborate with the We Love Mcr Charity to fund raise and deliver focused grant funding that meets our shared ambitions.

## **7.0 Recommendation**

7.1 The Health Scrutiny Committee is asked to note the progress made in implementing the Making Manchester Fairer Action Plan and the work that is

taking place across partner organisations to integrate the Making Manchester approach and principles system wide.