

# Manchester: a city for life 2023-2028

## Draft Delivery Plan January 2024 – April 2025

Through the AFM Executive have prioritised initial activity for 2024/5 to focus on things that are important, achievable, or which need to happen first and include a mix of actions that will be MCC lead and which can be led by our partners.

<b>Theme 1: Age equality and being heard</b>			
<b>Aims</b>			
<ol style="list-style-type: none"> <li>1. Ensure age-friendly assessments and equalities impact assessments with a focus on age are at the heart of all strategic planning, design and delivery processes.</li> <li>2. Continue to challenge ageism in all its forms, recognising that people over 50 come from a range of social, cultural and economic backgrounds, as well as a range of age groups. They may have experienced or still be experiencing inequalities such as racism, sexism, disablism and homophobia, which will affect how they experience ageing and later life.</li> <li>3. Use an equalities approach to understand the needs of older people in communities that face the most barriers, to inform decision-making and how we work and engage with them.</li> <li>4. Ensure the voices and experiences of the over-50s are heard and have influence across the city’s partnerships and engagement structures.</li> <li>5. Continue to develop age-positive and realistic communications, using physical media where needed or requested, while working to increase levels of digital inclusion among the over-50s.</li> <li>6. Continue to support the AFM Older People’s Board and Assembly and their vital role in shaping the work of the city.</li> <li>7. Use Manchester’s State of Ageing – which paints a picture of the current realities of ageing in the city to identify opportunities, influence change and measure progress.</li> </ol>			
<b>Objectives</b>	<b>Activity: Q4 2023/4 and Q1 2024/5</b>	<b>Activity: Q2/3 2024/5</b>	<b>Activity: Q3/4 2024/5</b>
1 Adopt a policy that will support increased use across the Council of equality impact assessments that have a focus on age (EIAs)	<ul style="list-style-type: none"> <li>• Support review of the EIA process led by Sharmila Kar</li> <li>• Work with HR &amp; Comms to support wider &amp; more consistent use of EIAs</li> </ul>	<ul style="list-style-type: none"> <li>• Support work to adopt the economic duty, that addresses the impacts of policy and decision making on the over 50s</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Manchester Local Care Organisation (MLCO) to review its Comprehensive Impact Assessment (CIA) process to ensure it applies an AF lens</li> </ul>
2 Launch a recruitment and development campaign for the Board and Assembly that will boost numbers and	<ul style="list-style-type: none"> <li>• Work with VCSE groups and existing local structures to deliver a</li> </ul>	<ul style="list-style-type: none"> <li>• Create a training and development programme</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver training and development programme to the Board</li> </ul>

<p>increase broader representation across Manchester's different communities and neighbourhoods</p>	<p>recruitment campaign to the Assembly, targeting geographic and thematic areas of low representation</p> <ul style="list-style-type: none"> <li>• Work with equalities organisations to support diversity of representation on the Board &amp; Assembly</li> <li>• Use the Team Around the Neighbourhoods (TANs) to promote</li> <li>• Explore how the community development redesign can support this</li> <li>• Adopt learning from Making Manchester Fairer (MMF) Programme Board Expression of Interest process to inform Board &amp; Assembly recruitment</li> </ul>	<p>for the Board and new Board members</p> <ul style="list-style-type: none"> <li>• Engage the Our Manchester Funds team to involve VCSE infrastructure providers in supporting recruitment</li> </ul>	
<p>3 Relaunch the AFM newspaper, which will be made available for free in supermarkets, community centres, libraries and other public buildings</p>		<ul style="list-style-type: none"> <li>• Produce Spring into Summer edition</li> </ul>	
<p>4 Develop a better focus on digital inclusion for the over-50s</p>	<ul style="list-style-type: none"> <li>• Libraries to offer sessions with older people as part of Digital Inclusion team's BT Ability partnership</li> <li>• Work with Digital Inclusion Team to target support to the over 50s.</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate targeted approaches developed by MLCO in Cheetham &amp; Bradford</li> </ul>	<ul style="list-style-type: none"> <li>• Work with adult skills providers to ensure Digital Skills Support meets the needs of this group</li> </ul>
<p>5 AFM to collaborate with MMF to support the delivery of the MMF Community and Engagement Framework and to ensure that AFM's expertise on age equality supports more broadly MMF's objectives to challenge inequalities and institutional and structural racism</p>		<ul style="list-style-type: none"> <li>• <u>MMF Th7</u> ensure the learning &amp; output of the MMF Community Forum feeds into and informs the AFM programme</li> </ul>	

<p>6 Increase the voice and influence of the over 50s</p>	<ul style="list-style-type: none"> <li>• Include Board participation in developing the new Mental Wellbeing Strategy</li> <li>• Incorporate over 50s participation in the Highways Access Group</li> <li>• <u>MMF Th7</u> Include older persons' voice in the Poverty Strategy Reference Group</li> <li>• <u>MMF Physical Activity Kickstarter</u> ensure the programme of activity is influenced by over 50s</li> <li>• <u>MMF Th7&amp;8</u> ensure the voice of the over 50s is reflected in engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the Board helps inform development of the new Our Manchester strategy</li> <li>• <u>MMF (Th6 Ob2) Active Travel</u> ensure the voice and experience of older residents informs active travel planning and design.</li> <li>• Increase visibility of and make improvements to the MCC Equality Impact Assessment's process, ensuring AFM resources and guidance are embedded. (Corporate Equalities)</li> <li>• Include case studies and examples around age related inclusion in MCC EIA resources and guidance (Corporate Equalities)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an Age Friendly Framework for staff at MCC to refer to when developing inclusive activities, strategies or policies to complement EIA guidance. (by March 2025 Corporate Equalities)</li> </ul>
<p>7 Widen the use of age friendly comms standards across Council and MLCO campaigns, publications and documents</p>	<ul style="list-style-type: none"> <li>• Work with MLCO to adopt AF comms standards</li> <li>• Work &amp; Skills to ensure communications standards adopted across partnerships</li> </ul>		

## Theme 2: Age friendly neighbourhoods where we can all age in place

### Aims

1. Embed age-friendly working and an equalities approach into place-based partnership groups, such as the Team Around the Neighbourhood and Ward Co-ordination, to support a better understanding of older people's needs and what makes an age-friendly place for them, particularly among diverse communities with differing experiences.
2. Develop age-friendly spaces and places where we can all thrive as we grow older, building on existing age-friendly work, testing new approaches, and working alongside the over-50s, place-based services and voluntary and community groups.
3. Improve social connection, recognising the key role of the voluntary sector and building on existing good practice across communities.
4. Work with older people to build resilience in their communities, recognising many already have experiences and skills they can share with others. Specifically address the lasting impacts of COVID-19, such as reduced mobility, strength and balance, and a decline in mental health and confidence. Additionally, build resilience to face the impacts of climate change, extreme weather events, and hardship caused by economic instability.
5. Diversify, promote and celebrate age-friendly volunteering opportunities for people over 50.
6. Using equality impact assessments (EIAs), ensure future regeneration schemes and commercial plans (including streets and public spaces) are designed to be age-friendly and benefit people at all stages of life.
7. Contribute to the development of the North Manchester Healthy Neighbourhood and support proposals for the International Centre for Action on Healthy Ageing.
8. Deliver the Greater Manchester Ageing in Place programme in Abbey Hey with the intention of scaling up good practice across Manchester's neighbourhoods.
9. Widen Manchester's age-friendly housing choices, including building new housing that supports people throughout their lives, especially as their needs change; adapting existing homes to enable people to age in the place of their choice (and addressing the impacts of climate change); and developing a range of specialist housing choices, such as extra care schemes and the LGBTQ+ majority extra care scheme.

Objectives	Activity: Q4 2023/4 and Q1 2024/5	Activity: Q2/3 2024/5	Activity: Q3/4 2024/5
1 Co-produce an updated age-friendly neighbourhood model (AFNM) that describes the key features required to support people to better age in place	<ul style="list-style-type: none"> <li>• Gain agreement in principle with Neighbourhoods Departmental Management Team</li> <li>• Take to Neighbourhoods Locality Groups and governance groups</li> <li>• Ensure the MMF workforce development stream adopts an age friendly lens to creating equitable services</li> </ul>	<ul style="list-style-type: none"> <li>• Support NIRF (Neighbourhood Investment Recovery Fund) to adopt an AF approach in its decision making and investments</li> <li>• Use learning from faith spaces research to inform the AFNM</li> </ul>	

<p>2 Pilot age-friendly working and an equalities approach into place-based partnership groups and neighbourhood delivery plans in Cheetham Hill &amp; Crumpsall and Gorton</p>	<ul style="list-style-type: none"> <li>• Test the AFNM model in Cheetham/Crumpsall and Gorton</li> <li>• Participate in the TANs and other local strategic partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Connect this to Libraries' pilot work with the Dementia Alliance</li> <li>• Deliver employment skills &amp; support events for the over 50s at Gorton Hub and Cheetham Welcome Centre</li> </ul>	
<p>3 In conjunction with volunteering support agencies, develop a campaign that promotes volunteering among the over-50s while diversifying volunteering opportunities</p>	<ul style="list-style-type: none"> <li>• Work with MCC VIP to ensure volunteering opportunities and marketing are AF</li> <li>• Work with MACC to develop a city-wide age friendly volunteering campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Influence development of MACC's Volunteer Strategy for Manchester</li> <li>• Work with MACC and MCR Active to ensure their volunteering opportunities are age friendly</li> </ul>	
<p>4 Test an EIA approach to the development plans in place around North Manchester General Hospital Healthy Neighbourhood and Gorton District Centre</p>	<ul style="list-style-type: none"> <li>• Support the ICAHA (Int. Centre for Action on Healthy Ageing) on bringing forward its plans</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the hospital strategy group to ensure design of the new hospital includes AF features</li> </ul>	
<p>5 Neighbourhood Community Development team to support embedding age friendly ways of working into place based partnership groups e.g. TANs, and MLCO community engagement work led by INTs and HDCs, and to promote the voice and experience of older people to influence local decision making</p>	<ul style="list-style-type: none"> <li>• Produce an AF leaflet and comms to promote the programme and participation by the over 50s.</li> <li>• Investigate production in alternative formats</li> </ul>	<ul style="list-style-type: none"> <li>• Work to the MMF Community Engagement Involvement Framework to incorporate age friendly ways of working into local partnership groups</li> </ul>	
<p>6 Care homes – raise participation, connection and opportunity for care home residents within their local communities, building on initial scoping work</p>	<ul style="list-style-type: none"> <li>• Begin work to re-establish a care home steering group with the Board and Adults Services to define good practice and standards</li> <li>• Connect to LGBT Foundation Pride In Care programme</li> </ul>	<ul style="list-style-type: none"> <li>• Manchester Active to review their provision in Care Homes</li> </ul>	<ul style="list-style-type: none"> <li>• Test AF standards and practice in 2 or 3 care homes</li> </ul>

<p>7 Housing Priority around adopting AF design standards to new housing developments – <u>may need to come from Executive</u></p>			
<p>8 Respond to the challenges and impacts of climate change on people in middle and later life</p>	<ul style="list-style-type: none"> <li>• <u>MMF (Th6 Ob4)</u> Develop the Heatwave Plan in collaboration with AFM Older People’s Board and wider AFM engagement including the hot weather warning system and harm reduction messaging</li> <li>• <u>MMF (Th6 Ob5)</u> Ensure the voice and lived experience of the over 50s is reflected in climate change impact assessments</li> <li>• <u>MMF (Th6 Ob5)</u> Develop a vulnerability assessment to climate change toolkit with the AFM Older People’s Board and wider AFM engagement structures</li> </ul>		<ul style="list-style-type: none"> <li>• Build the knowledge base around the impacts of climate change on diverse communities (exploring age inclusion and intersectionality with race and ethnicity) through work with Community Health Equity Manchester (CHEM) and the MCC Equality Objectives 2024-28 (By March 2025; Corporate Equalities)</li> </ul>
<p>9 Develop AF Spaces &amp; Places</p>	<ul style="list-style-type: none"> <li>• <u>(MMF Th6 Ob1)</u> Include the voice of the over 50s at the Green &amp; Blue Infrastructure Board and ensure this is reflected in the update to the Green &amp; Blue infrastructure Strategy and refresh of the Manchester Parks’ Strategy</li> <li>• Ensure an AF approach is built into the Green Spaces prescribing Pilot</li> </ul>		



### Theme 3: Age friendly services that support us to age well

#### Aims

1. Develop a prevention and reconditioning focus to a range of measures for the over-50s, which will:
  - Increase options and levels of physical activity, encouraging people to move more
  - Deliver a range of falls-prevention activities
  - Create a range of social-eating events
  - Improve access to community-health services, GPs and other health services
  - Enable better access to mental-health support.
2. Supported by EIAs with a focus on age, work with commissioners and planners to make sure a stronger age-friendly perspective is included in service design that both understands and meets the needs of different groups of older people.
3. Introduce a further set of age-friendly equalities standards across key services via co-production with people over 50, beginning with the city's leisure centres and physical-activity programmes and a range of cultural organisations.
4. Continue to develop the age-friendly culture offer to make culture more accessible and relevant to people in middle to later life (both as consumers and performers), especially those who participate least in culture.
5. Incorporate Manchester's dementia vision and action plan into the development of age-friendly neighbourhoods where we can all age in place.
6. Mobilise Greater Manchester's resources to better meet the needs of Manchester's over-50s, eg. via Transport for Greater Manchester (TfGM) to develop sustainable transport solutions that boost confidence and increase the use of public transport by older people.

Objectives	Activity: Q4 2023/4 and Q1 2024/5	Activity: Q2/3 2024/5	Activity: Q3/4 2024/5
1 In collaboration with anchor organisations across four neighbourhoods, deliver a programme of social eating activities to increase social-connection (providing information on good nutrition and hydration) and incorporating falls prevention.	<ul style="list-style-type: none"> <li>• Design a programme of activity across four identified neighbourhoods</li> <li>• Work with MLCO to understand how to connect this into existing service delivery</li> </ul>		
2 Increase investment in hyper-localised activity that supports people to get out and about and move more, and which improves strength and balance.	<ul style="list-style-type: none"> <li>• Support work with Manchester Active</li> </ul>	<ul style="list-style-type: none"> <li>• MCR Active to develop and design appropriate activity to support age friendly groups across Manchester's libraries and co-located centres.</li> <li>• Develop and design appropriate activity to support age friendly</li> </ul>	<ul style="list-style-type: none"> <li>• Manchester Active to provide dedicated resources in 3 target areas (Abraham Moss, Gorton &amp; Withington) to understand demand and provide evidence for further roll out.</li> </ul>



		groups across Manchester's parks	
3 Co-produce an age-friendly service quality standard for leisure centres and their community-activity providers, and Primary Care (PC) Settings.	<ul style="list-style-type: none"> <li>Manchester Active to work with their community physical activity providers to adopt age friendly standards</li> <li>Work with the Primary Care Estates Development Board to ensure EIA age guidance followed and link to AF good practice.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate opportunity to incorporate community care settings into Primary Care Estates work</li> <li>Manchester Active to work with AFM to develop a set of a AF service quality standards across Manchester's leisure centres</li> </ul>	<ul style="list-style-type: none"> <li>Develop an accessibility and Age Friendly checklist for PC settings, supporting AFM in the development of quality standards as part of our work towards inclusion across all protected characteristics. (Corporate Equalities/ ICB/PH by March 2025)</li> </ul>
4 Develop age-friendly culture standards and commitments with a range of the city's cultural organisations		<ul style="list-style-type: none"> <li>Agree a set of pilot standards with the AF Culture Working Group and pilot across several culture settings</li> <li>Develop an age friendly culture champions model collaborating with Neighbourhoods Culture team and culture providers</li> </ul>	<ul style="list-style-type: none"> <li>Explore volunteering as a pathway to employment opportunities via the AFM Culture Working Group</li> </ul>
5 Work with the Dementia Alliance to build on Libraries' age-friendly and dementia friendly service standards so that those living with dementia, and those supporting them, can better access facilities and services	<ul style="list-style-type: none"> <li>Participate in Manchester's Dementia Steering Group</li> </ul>	<ul style="list-style-type: none"> <li>Co-develop three pilot dementia support groups across libraries in North, Central &amp; South with the Dementia Alliance</li> </ul>	<ul style="list-style-type: none"> <li>Roll out dementia support sessions across all libraries in partnership with Dementia Alliance</li> </ul>
6 Our Manchester Funds Programme	<ul style="list-style-type: none"> <li>Develop older people's provision and community hubs in areas of the city with least activity</li> <li>Draw out older people impacts as part of year one evaluation of Our</li> </ul>	<ul style="list-style-type: none"> <li>Continue Supporting Communities Fund activities from Q4 23/24 with new initiatives explored &amp; identified</li> </ul>	<ul style="list-style-type: none"> <li>Continue to fund Supporting Communities Fund activities across 2024/25</li> </ul>

	Manchester VCS Fund outputs & impacts		
7 Improve access to mental health support	<ul style="list-style-type: none"> <li>• Support development of the Mental Wellbeing strategy</li> <li>• <u>MMF (Theme 4 Objective 5)</u> Promote good mental health and wellbeing including prevention with focus on social determinants / those disproportionately impacted by the pandemic</li> <li>• Contribute to development of ACEs (Adverse Childhood Experiences) training to ensure it includes the lived experience of older people</li> </ul>	<ul style="list-style-type: none"> <li>• Support the Living Well (mental health) service design process to adopt AF principles and practice</li> <li>• Support the Dementia Alliance to: <ul style="list-style-type: none"> <li>– adopt age friendly standards to the post diagnostic pathway for dementia</li> <li>– raise awareness of the importance of brain health and the things that can reduce cognitive, motor and emotional functional decline.</li> </ul> </li> </ul>	
8 Creating better social connection	<ul style="list-style-type: none"> <li>• <u>MMF (Adults Early Help) Kickstarter</u> Improve the link between the 50-55 year old caseload and the broader prevention and social inclusion activity delivered at a neighbourhood level</li> </ul>		<ul style="list-style-type: none"> <li>• Design social inclusion and life skills into employment support events</li> </ul>
9 Ageing Well	<ul style="list-style-type: none"> <li>• Develop an early intervention approach to support strength and balance, falls prevention and prevent frailty (MLCO Ageing Well Strategy)</li> <li>• <u>MMF (Th4 Ob3)</u> inform the future winter vaccinations / spring booster model</li> </ul>	<ul style="list-style-type: none"> <li>• Support creation of the North Manchester Dementia Alliance forum, working with Manchester Carers</li> <li>• MLCO to apply an age friendly approach to their Equality Impact Assessment processes</li> </ul>	

	<ul style="list-style-type: none"> <li>• <u>MMF (Th4 Ob4)</u> support population health management approach to heart disease, diabetes, lung disease and cancer</li> </ul>	<ul style="list-style-type: none"> <li>• MLCO to provide an ageing well dimension to the neighbourhood pilot work in Cheetham Hill &amp; Crumpsall and Gorton</li> </ul>	
10 Work alongside the GMCA Ageing Hub to provide a Manchester perspective informing GM programmes, services and delivery opportunities	<ul style="list-style-type: none"> <li>• Create a set of delivery plan objectives for: <ul style="list-style-type: none"> <li>– Creative Health Strategy</li> <li>– Ageing in Place Pathfinder Partnership</li> <li>– Ageing Well</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Engage GM Older People's Network around development of sustainable transport solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness of the concessionary travel offer as part of the TfGM concessionary review</li> </ul>

## Theme 4: Age friendly work, skills and money

### Aims

1. Challenge ageism in recruitment and in the workplace, breaking down barriers to finding work and career progression.
2. Continue to deliver a strong work and skills service targeted at older workers aged over 50 who are in work, falling out of work, or looking for new work.
3. Increase the number of age-friendly employers.
4. Develop the over-50s' business support and entrepreneurship offer.
5. Support development of later-life planning initiatives, particularly around pensions and retirement.
6. Develop campaigns and targeted support to maximise older people's incomes, including a wider take-up of entitled benefits such as Pension Credit, using a range of accessible digital and non-digital information.
7. Raise awareness of poverty and its particular impact on older people to better create and deliver targeted responses.

Objectives	Activity: Q4 2023/4 and Q1 2024/5	Activity: Q2/3 2024/5	Activity: Q3/4 2024/5
1 Encourage age-friendly employment practices via Manchester's business networks		<ul style="list-style-type: none"> <li>• Visit employer networks across the city to promote age friendly employment practice</li> </ul>	
2 See Manchester City Council become an age-friendly employer, informed by a pilot across Manchester Libraries	<ul style="list-style-type: none"> <li>• Libraries will pilot an age friendly employer working policy and practices</li> </ul>	<ul style="list-style-type: none"> <li>• MCC HROD work with AFM and the MCC over 50s staff group to become an age friendly employer</li> </ul>	
3 Support the uptake and maximisation of benefit entitlements supported by a new information and awareness-raising campaign	<ul style="list-style-type: none"> <li>• Support delivery of the Ageing Hub/Independent Age Financial Inclusion and Older People Programme</li> <li>• Support the development of the ambassador peer pilot in Gorton</li> <li>• Library groups to actively promote messaging</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure there is a focus on older people in financial inclusion initiatives and campaigns when they are developed</li> <li>• Parks to promote key messages via their comms channels</li> <li>• Promote key messages via the Work &amp; Skills bulletin and Over 50s Employment Group</li> </ul>	

4 Co-produce a later-life planning programme with employee groups and employers	<ul style="list-style-type: none"> <li>• Work with Work &amp; Skills 50+ partners to develop a pilot</li> </ul>		
5 Volunteering	<ul style="list-style-type: none"> <li>• Work &amp; Skills to produce a leaflet with MACC &amp; MCR VIP to promote volunteering as a pathway to paid employment</li> </ul>	<ul style="list-style-type: none"> <li>• OMVCS Funds Team to consider over 50s volunteering opportunities as part of the new 2024-2029 VCSE Infrastructure contract</li> <li>• Promote volunteering opportunities in parks for the over 50s and explore potential for offering work placements</li> </ul>	
6 Getting the over 50s back into work and staying in work	<ul style="list-style-type: none"> <li>• <u>MMF Employment Kickstarter</u> – ensure age friendly assessment included in its development</li> <li>• <u>MMF (Th3 Ob1)</u> ensure delivery of social value policy addresses impact on older workers</li> <li>• MCR Active pilot referral scheme to support over 50s to remain in work</li> <li>• Work &amp; Skills and Libraries to support and further develop Olderpreneurs work</li> <li>• Ensure UKSPF is targeted locally at the over 50s</li> <li>• Ensure Work Clubs have a focus on older job seekers with targeted funding</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure large back-to-work programmes at a Greater Manchester level prioritise older workers</li> </ul>	
7 Ensure work to address poverty in the city includes responses that address the particular financial challenges facing older people	<ul style="list-style-type: none"> <li>• Manchester Poverty Strategy to include specific responses to issues facing older people</li> </ul>		

	<ul style="list-style-type: none"><li>• Support the city's targeted income maximisation initiatives to include specific support for older people</li><li>• Align the anti-poverty strategy with the ageing strategy and its delivery plan</li></ul>		
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