

## Greater Manchester Combined Authority

Date: 24<sup>th</sup> September 2021

Subject: Tackling Inequality in Greater Manchester – response to the reports of Independent Inequalities Commission and Marmot ‘Build Back Fairer’

Report of: Brenda Warrington, Portfolio Leader for Equalities, Pam Smith, Portfolio Lead Chief Executive for Equalities and Joanne Roney, Chair of the GM Population Health Board.

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### PURPOSE OF REPORT:

To describe the response to the recommendations of the Greater Manchester Independent Inequalities Commission and the Marmot ‘Build Back Fairer’ Report as a key part of a comprehensive and integrated Greater Manchester approach to tackling inequality and enabling equity. Following extensive engagement with key stakeholders, this report presents an overview of activities taking place across Greater Manchester as part of the ‘essential pivot’ of wellbeing and equality which will be included in the refreshed Greater Manchester Strategy, due for consideration by the Combined Authority at its meeting in October.

### RECOMMENDATIONS:

#### The GMCA is requested to:

1. Note the activities described in this report which are now taking place across Greater Manchester across a range of localities, communities and institutions, and which are planned in relation to the refreshed Greater Manchester Strategy.
2. Note the timeframe and urgency for acting on inequality, and the intention to quickly progress actions across all portfolios in the coming months.

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BOLTON  
BURY

MANCHESTER  
OLDHAM

ROCHDALE  
SALFORD





STOCKPORT  
TAMESIDE

TRAFFORD  
WIGAN

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## Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	<p>This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across protected characteristics, across other people or groups, communities, places and neighbourhoods.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across protected characteristics, across other people or groups, communities, places and neighbourhoods.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across protected characteristics, across other people or groups, communities, places and neighbourhoods.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across protected characteristics, across other people or groups, communities, places and neighbourhoods.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across protected characteristics, across other people or groups, communities, places and neighbourhoods.</p>
Health	G	<p>This report provides an overview of work across Greater Manchester, all of which aims to tackle health inequality inequality across , communities, places and neighbourhoods in GM.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle health inequality inequality across , communities, places and neighbourhoods in GM.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle health inequality inequality across , communities, places and neighbourhoods in GM.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle health inequality inequality across , communities, places and neighbourhoods in GM.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle health inequality inequality across , communities, places and neighbourhoods in GM.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle health inequality inequality across , communities, places and neighbourhoods in GM.</p> <p>This report provides an overview of work across Greater Manchester, all of which aims to tackle health inequality inequality across , communities, places and neighbourhoods in GM.</p>
Resilience and Adaptation	G	This report provides an overview of work across Greater Manchester, all of which aims to tackle health inequality inequality across , communities, places and neighbourhoods in GM.
Housing	G	
Economy	G	
Mobility and Connectivity	G	
Carbon, Nature and Environment	G	
Consumption and Production	G	
Contribution to achieving the GM Carbon Neutral 2038 target		
<b>Further Assessment(s):</b>	Equalities Impact Assessment and Carbon Assessment	
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.
		 Negative impacts overall.

Carbon Assessment		
Overall Score <span style="float: right;">█</span>		
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	TBC	
New Build Commercial/Industrial	TBC	This report contain an overview of a range of projects and programmes, all of which will have their own individual assessment.
Transport		
Active travel and public transport	TBC	
Roads, Parking and Vehicle Access	N/A	This report contain an overview of a range of projects and programmes, all of which will have their own individual assessment.
Access to amenities	TBC	
Vehicle procurement	N/A	This report contain an overview of a range of projects and programmes, all of which will have their own individual assessment.
Land Use		
Land use	TBC	

No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.
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## Risk Management:

N/A

## Legal Considerations:

N/A

## Financial Consequences – Revenue:

*In June 2021, The CA agreed to set aside a budget of £250,000 to support the implementation of the Commission’s recommendations, providing resources to kick-start new initiatives, and scale-up existing activity, enabling Greater Manchester to achieve its strategic ambitions to tackle inequality. It should be noted that to fully implement the recommendations made in both reports will require further investment or require a fundamental shift to how we invest as a public sector – using some the funding and resources that we already have, but in a different manner.*

## Financial Consequences – Capital:

N/A

**Number of attachments to the report: None**

## Comments/recommendations from Overview & Scrutiny Committee:

N/A

## BACKGROUND PAPERS:

<https://democracy.greatermanchester-ca.gov.uk/documents/s15192/10%20GMCA%20-%20GM%20Independent%20Inequalities%20Commission%20June%202021%20v5.pdf>

[07 HCB - Tackling Inequalities - 300721 FINAL.pdf \(greatermanchester-ca.gov.uk\)](#)

<b>TRACKING/PROCESS</b>	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution?	No
<b>EXEMPTION FROM CALL IN</b>	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	N/A
GM Transport Committee	N/A
Overview & Scrutiny Committee	N/A

# 1. Introduction and Background

- 1.1 Our vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old. To do this, we need to achieve equitable access, experiences and outcomes of all people and communities across Greater Manchester to services and within wider society. This requires specific action to tackle inequality and discrimination.
- 1.2 The Independent Inequalities Commission was established in October 2020 to support and influence the city-region's renewal following the Covid pandemic, helping to develop ideas, providing expert opinion, evidence and guidance as Greater Manchester's economy and society reshapes over the coming months and years.
- 1.3 Acting as an independent 'critical friend', the Commission provided a deep dive, rapid research into the structural inequalities which exist in Greater Manchester, engaging across communities, public and business stakeholders, carrying out research, and gathering ideas, on inequalities associated with health, education, employment and skills; structural racism; future economic strategy, and the powers that Greater Manchester has to tackle these issues
- 1.4 The Commission launched their final report on 26<sup>th</sup> March at a media and stakeholder launch event, with the report then endorsed by the Combined Authority meeting that day. The report and launch event can be viewed here, <https://www.greatermanchester-ca.gov.uk/what-we-do/equalities/independent-inequalities-commission/>
- 1.5 Following extensive research over a number of years, under the governance of the GM Population Health Board, the [Greater Manchester Build Back Fairer review](#) was completed and published in June 2021 as a partnership between the GM system, the Institute of Health Equity and Professor Sir Michael Marmot and to signify the establishment of GM as a Marmot City Region.
- 1.6 The review builds upon the "Health Equity in England: The Marmot Review 10 Years On" report, the accompanying Greater Manchester evaluation, and the December 2020 "Build Back Fairer: The COVID-19 Marmot Review" and represents the latest stage in a long-standing collaborative arrangement between Greater Manchester, the Institute of Health Equity and Professor Marmot.
- 1.7 The report highlights how levels of social, environmental, and economic inequality in society are damaging health and wellbeing and explores how these inequalities have been exposed and magnified by COVID-19 and its impacts. The impact of the Covid-19 pandemic on the GM population has been profound, and disproportionate across a range of measures: COVID-19 mortality rates are 25% higher in Greater Manchester than in England as a whole; Covid-19 mortality rates are highly unequal within the city region – 2.3 times higher in the most deprived decile than the least, a gap than is wider than in the rest of England; Life expectancy in the North West of England declined more during 2020 than in England overall.

## 2. Recommendations made by these pieces of work

2.1 Both of these reports highlight the interconnection of inequalities, and that tackling inequality will be an important, if not critical, factor as we move out of the Covid pandemic. In Greater Manchester there are self-perpetuating cycles of inequality which systematically disadvantage people and impact in different ways. These can be made worse by overlapping identities. The Marmot review found that prior to the coronavirus pandemic health inequalities in Greater Manchester were already widening, health improvement was stagnating, and that this was amplified and accelerated by the Covid-19 pandemic. The Inequalities Commission looked at the causes of intersecting and interacting inequalities, not simply looking at issues in isolation (for example, health, poverty, or digital connectivity), but seeking to understand the common drivers of all these inequalities.

2.2 It is clear from both reports that Greater Manchester should direct its focus on reducing inequalities at the foundations of Greater Manchester's prosperity and wellbeing: A good job, a decent home, affordable transport, digital access, green space, clean air and safe streets, support to maintain good health, the chance to learn and develop. The Inequalities Commission report describes how it will be of primary importance that everyone has access to the basics for a good life – no matter who they are or where they live – and target resources at the people and places within Greater Manchester who face the greatest barriers to living good lives knowing that when inequalities are reduced, everyone will benefit.

2.3 The Inequality Commission's recommendations covered five areas:

- i. The Essential Pivot – putting wellbeing and equality at the heart of our strategies and actions
- ii. People Power – putting more power in the hands of the people of Greater Manchester
- iii. Good jobs, decent pay – providing good employment, paying the Real Living Wage and creating skills opportunities
- iv. Building wealth – spreading wealth, asset holding and the benefits from these within and between communities
- v. Services for a good life – facilitating a move towards universal basic services

2.4 'Build Back Fairer' concludes that there is an urgent need to do things differently and argues that Greater Manchester, as a Marmot City-Region, should establish a clear ambition to: -

- i. Build a society based on the principles of social justice
- ii. Reduce inequalities of income and wealth
- iii. Build a wellbeing economy that puts health and wellbeing, rather than narrow economic goals, at the heart of economic strategy
- iv. Build a society that responds to the climate crisis
- v. Achieve greater health equity

2.5 The Build Back Fairer report described how a focus on the social determinants of health (those factors outside health care that affect health) is fundamental to Covid-19 recovery and achieving a permanent reduction in health inequalities. It provides a proposed Build Back Fairer Framework to underpin the approach to post Covid-19 recovery which is built around 6 key themes and makes the case for the GM system to adopt a series of 'Marmot Beacon Indicators' as measures of the extent to which the

system is addressing the factors which impact upon levels of inequality and to identify areas where additional focus is required.

### 3. Roll out and stakeholder engagement

- 3.1 These reports provide a call for action, not a request for new or separate public sector 'strategy'. They have been widely shared with partners, networks, boards, panels, and communities to ensure that essential momentum is maintained and that this remains as much a priority for public services as it is for wider society.
- 3.2 The initial feedback has been very positive, with officers, stakeholders and residents encouraged by the focus on tackling the root causes of inequality. The breadth of recommendations, across economy, housing and areas of public life, engaging anchor institutions and businesses in existing ambitions around good employment, social value, integrated public services has enabled everyone to see their role in the agenda.
- 3.3 To enable a coordinated response, and following the Combined Authority meeting in June 2021, Local Authorities and Greater Manchester agencies have shared information about relevant current activities and plans, to further inform the Greater Manchester development of next steps and actions.
- 3.4 There are clear emerging areas of synergy across the two reports, and they will both be used to inform the development of the refreshed Greater Manchester Strategy, as it is fundamental that inequality is at the forefront of our new strategic priorities.

### 4. The Greater Manchester response – a comprehensive and integrated Greater Manchester approach to tackling inequality

- 4.1 Even before these two reports were published, a comprehensive and integrated response arrangement was being developed and mobilized, which centres around:
- 4.1.1 **Leadership, accountability and governance:** The Equalities portfolio has assumed leadership for tackling inequalities across the system, and the Tackling Inequality Board brings together senior political and public services leaders with voluntary and community equality representatives, providing leadership and oversight of activity to address inequality, raising awareness of equality challenges and supporting policy makers to take a system-wide approach. However, as illustrated in section 4.3 below, leadership is being shown right across a range of stakeholders and many boards and partnerships are accepting accountability for action. An example of this is shown by the critical role that will be played by the GM Health and Care Board and GM ICS Transition Board in terms of ensuring the health and care sector in GM is focussed on prevention and tackling health inequalities, which in turn will guide the focus, priorities and investment decisions of the emergent GM Integrated Care System. GM partners taking a collective responsibility to address inequalities will be vital in the period to come.
- 4.1.2 **Engagement and involvement:** The Greater Manchester Equality Panels help tackle the structural and organisational prejudice and discrimination that causes inequality and injustice in society, through the advancement of equity and fairness in decisions, policies and services across all sectors and communities. There are seven panels; Women and Girls, Race Equality, Faith and Belief Advisory,

LGBTQ+, Disabled People, Youth Combined Authority and Older People (to be established shortly). By having effective Panels and panel members, GMCA and its partners can access insight into the needs of communities and work collaboratively with people, maximising use of local assets and targeting resources where they will deliver greatest impact. It is also proposed to establish a Poverty Reference Group, which will enable the voice of those with lived experience of poverty and socio-economic disadvantage to be heard in our strategy and policy discussions.

- 4.1.3 **Strategy:** The refresh of the Greater Manchester Strategy will put equality at its heart and take on board these two pieces of research and their recommendations. Stakeholder engagement during the development of the Strategy has highlighted that delivering our Shared Outcomes and Commitments will depend on how we work together, as much as what we work on. Our strategic response must be more responsive to tackling inequality, and the Greater Manchester Strategy will identify 10 specific 'ways of working'. GMCA has adopted an integrated Decision Support Tool, which allows users to self-assess the impacts of the proposed policies, initiatives or services against the Strategy and associated policy frameworks. Furthermore, an Assurance Framework is proposed for organisations to demonstrate how they have used / applied the ways of the working principles.
- 4.1.4 **Integrated Action:** It will be important that tackling inequality is not done in a silo – it is a fundamental part of what we are seeking to do in Greater Manchester. There will not be a separate 'delivery plan' to respond to either the recommendations from the Inequalities Commission or the Marmot Build Back Fairer report. Instead, it is proposed that Greater Manchester looks to build from what is already happening across many thematic areas, re-focusing on actions which will address inequality and inequity across the board. GM will adopt practices which will enable a consistent approach across systems, institutions and communities to come together to create good lives for all.
- 4.1.5 **Aligning resources:** Clearly there is a huge financial and resource commitment needed for work to address the deep inequalities which exist in Greater Manchester. This comes at a time where public budgets are stretched to or beyond capacity. We will work with partners from across all sectors to align our effort, our resources and our budgets around work to address inequality, pooling these where required to maximise impact.
- 4.1.6 **A 'whole system' approach:** Responsibility for taking action to address inequalities should not just be owned by the public sector at a Greater Manchester level. Voluntary, Community and Social Enterprise groups have expressed a keen interest in supporting the people power and community wealth building recommendations. The Inequalities Commission report has been considered by the GM Local Enterprise Partnership, whose members are keen to lead forward work around diversity, inclusion, and good employment within the business sector in Greater Manchester. Achieving meaningful impact in terms of addressing inequalities will be achieved through actions taken by many leaders in many organisations across Greater Manchester.

4.2 Although these reports have only been published in the last few months, already there are actions taking place which demonstrate the shift towards a Greater Manchester focus on wellbeing and equality. The response to date can be described across a range of geographies and stakeholders:

4.3 Response from individual Local Authority areas:



4.3.1 **Appendix 1** below describes the range of activities which are now taking place across the districts of Greater Manchester. Prompted by the very real impacts of the Covid pandemic and supported by evidence and ideas from the Inequalities Commission and the Marmot Health Inequalities work, individual local authorities have put in place a range of actions, structures and initiatives aimed at driving forward work to tackle inequality.

#### 4.4 Actions at a Greater Manchester Footprint

- 4.4.1 The 'essential pivot' of a focus on wellbeing and equality will be embedded in the refreshed **Greater Manchester Strategy**, including a set of wellbeing and equality goals which incorporate the Marmot Beacon indicators.
- 4.4.2 The work to develop an **Anchor Action Network** can build from early work led by the Centre for Local Economic Strategies to bring together a group of 'anchor' institutions. The building blocks are in place, but the work needs co-ordination and drive to get going quickly, and it is proposed that the Combined Authority and Health and Social Care Partnership work with CLES to pick up from the work that they had started previously.
- 4.4.3 In addition, as part of the refreshing of the Greater Manchester Strategy and its outcomes framework, a new set of **community metrics** are being developed with residents to understand, monitor, and resource the activities that have the greatest cause and effect.
- 4.4.4 Early work is taking place to explore the role of 'people power' across Greater Manchester, and the University of Manchester is further developing the thinking and research that it carried out for the Inequalities Commission, to develop options for greater use of **social democracy** and to map existing participation structures and opportunities.
- 4.4.5 As VCSE organisations have now been commissioned to support 6 of the 7 **Equalities Panels**, these organisations are now meeting regularly and exploring joint collaborative activities. This will include how the Panels work with emerging equalities structures across the districts.
- 4.4.6 It is proposed that a detailed feasibility and scoping exercise is required to develop ideas for an **Independent Anti-Discriminatory Body**, and to assess 'fit' with other bodies, legal responsibilities and possible scope. There is an opportunity to work with the Equalities and Human Rights Commission on this proposal.
- 4.4.7 Work to develop a **Race Equality Strategy** will be led by the GM Race Panel, and the Leadership Programme to increase the number of people from diverse ethnic backgrounds led by Operation Black Vote will start recruitment in the autumn of 2021.
- 4.4.8 Socio-economic disadvantage and poverty are a key consideration across a range of CA activities, and it is proposed to consider the potential role of a continuation of the **Poverty Reference Group** which was brought together for the Inequalities Commission.
- 4.4.9 Greater Manchester has set an ambitious target for every employer in Greater Manchester to pay the living wage and offer living hours by 2030, using the **Good Employment Charter**, conditions on access to public goods, services and contracts and support for businesses in low paid sectors to get there. This recommendation will be driven forward as part of the **Living Wage City Region** and Good Employment Charter Unit at the Growth Company, led by the Living Wage City Region Action Group.
- 4.4.10 Early work is happening to scope out the potential for a **Community Wealth Hub** to support and grow co-operatives, mutuals, social and community enterprises, staffed

by people from the co-operative and community sector who understand the market. This would build from and include a collaboration of many agencies already operating in this space. Furthermore, a mapping exercise is identifying the potential market for a **Community Investment Platform** to tap into local savings, unlock community investment and build-up assets to share wealth with everyone in Greater Manchester.

- 4.4.11 Work to explore the potential for a **Land Commission** to look at ownership and control of land in Greater Manchester, its impacts on inequality and potential solutions aligns with the work of the GM Planning and Housing Commission.
  - 4.4.12 The GM Reform Board has taken responsibility for creating the shift towards **universal basic services** in which education, health, childcare, adult social care, housing, transport and digital connectivity are provided to all. It has also set up a working group to further define how the neighbourhood pilots in **10 pathfinder deprived neighbourhoods** might be focussed thematically, geographically and demographically within framework provided by the GM Model.
- 4.5 The **Greater Manchester Health and Social Care Partnership**, responsible for the devolved health and care system in Greater Manchester, has already undertaken extensive activity to reduce inequalities, including investing over £30million since 2018 to improve health amongst those with the poorest health outcomes, a significant proportion of which was focussed on the wider, social and commercial determinants of health such as early years and employment. As well as working collaboratively with other system stakeholders on the activities set out in 4.4, some more specific examples of current or planned GMHSCP activity to tackle inequalities include:
- 4.5.1 **Tackling inequalities and improving health outcomes** have been agreed as strategic priorities of the emergent **GM Integrated Care System**, and the **GM ICS Transition Board**.
  - 4.5.2 Across Greater Manchester **elective care and wider secondary and tertiary care recovery** is a health and care priority. Over recent months work has been developed to understand the current configuration of the waiting list by many characteristics including age, deprivation, ethnicity, and geography. These have revealed inequalities across all these characteristics which are driving the development of strong plans for elective recovery. They are looking to understand not just where access inequalities exist, but also the extent to which this access inequality materially impacts specific health and treatment outcomes to ensure that a prioritised approach addresses health outcome inequity.
  - 4.5.3 Ongoing support to the neighbourhood based **social prescribing** approaches which support all GM residents to '**Live Well**' as a part of a wider strategic focus on **Person and Community Centre Approaches** to health and care.
  - 4.5.4 The development of a **GM Population Health System Characteristics Framework** which sets out the requirements for a relentless focus on inequalities and population health across the whole system, city-regional structures, and localities / neighbourhoods.
  - 4.5.5 The ICS Transition Board and GM Association of Directors of Public Health endorsement of a Population Health proposition which sets out a commitment to continued investment in **strategically significant population health programmes** which are aimed at prevention, early intervention, and tackling inequalities, including those which seek to address the wider, social and commercial determinants of health.
  - 4.5.6 Working with external experts to develop a **sustainable investment strategy** for rebalancing system spending towards prevention and population health, as per the 'resources' recommendations in the Build Back Fairer report.

- 4.5.7 Implementing the NHS commitment to incorporate **Social Value** into all procurement and commissioning from 1/4/2022 in a manner which is congruent with the **GM Social Value Framework**, as per the 'resources' and 'institutions' recommendations in the Build Back Fairer report.
- 4.5.8 Establishing a suite of **Marmot Beacon Indicators** as set out in Build Back Fairer and ensuring that these are a mechanism for ensuring system monitoring and accountability has inequalities at its heart. GMHSCP currently monitor some of the proposed MBIs through existing governance and they will be a key constituent of the GMS refresh. There is an intention over the next 6 months to develop a roadmap to assess each indicator by looking at the improvement of data quality and the acquisition of more timely and more granular data. Within the next month GMHSCP will also be initiating an **MBI Expert Assessment Group** to interpret the data and produce a **Building Back Fairer Assessment Report** which will provide a narrative assessment of progress and challenges. These indicators will also be embedded in work around the **Greater Manchester Strategy**.
- 4.5.9 Extensive work has been undertaken to look at inequalities in **Covid-19 vaccination uptake**. The GM system is working on how data from the vaccination programme can inform wider intelligence on communities where engagement is historically low are low and where pre-existing disadvantage is being compounded. The GM Covid resident survey is a unique source of intelligence which is also being used to support our understanding of inequalities and the local experience - Safely Managing Covid-19: Greater Manchester Population Survey results - Greater Manchester Combined Authority ([greatermanchester-ca.gov.uk](http://greatermanchester-ca.gov.uk))
- 4.5.10 The GM **Cancer intelligence team** have built on the national inequalities work from CADEAS, going into further detail with the GM data. The statistical analysis has found that the GM cohort are not aligned to the national conclusions around drop off in referrals and treatment. This demonstrates the need for inequalities to be looked at within the city region as well as the national work.
- 4.5.11 There is extensive ongoing stakeholder engagement taking place with **VCSE partners** and as part of the wider health and care **Intelligence strategy and Analytics and Data Science Platform** implementation GMHSCP are looking for opportunities to support the VCSE sector to develop and integrate their data. Specific work is ongoing with Citizen's Advice partners to explore how using local CA data on debt, benefits, relationships, foodbank access can shape wider strategic management analysis, the development of a **Population Health Management** approach rooted in a richer understanding of inequalities, and the development of more effective services and interventions.
- 4.5.12 Extensive work has been undertaken to create a **whole system mental health and wellbeing programme** which recognises inequalities in mental health, as well as the capacity of the workforce and the assets in our communities. This has included the roll out of the Living Well Model across localities, and increased investment in a GM Mental Wellbeing Programme to deliver training, grants and tailored support to communities of identity and experience.
- 4.5.13 The GM and East Cheshire **Strategic Clinical Network** has developed a comprehensive action plan for tackling inequalities across all of their priority areas:- cardiac; children and young people; diabetes; frailty; maternity; respiratory and stroke
- 4.6 **Transport for Greater Manchester (TFGM)** leads the Greater Manchester plan for a fully integrated transport network. Its work includes the following:
- 4.6.1 The **Bee Network** is the new name for GM's vision for a London-style transport system which integrates cycling, walking, bus, tram and train. A network which is

simple and easy to use, which supports seamless end-to-end journeys by foot, bike and public transport with a daily fare cap and simple ticketing. An important step to realising the Bee Network vision was the decision earlier this year to proceed with bus franchising, bringing buses back into local control so that they are owned and run by GM for GM. Inclusion is at the heart of the Bee Network vision, a system which will be accessible to all, with audio-visual announcements on all services, real-time information and level access at stops, stations and interchanges.

- 4.6.2 TFGM can address inequality both as a transport provider and as an anchor institution. As a transport provider, TfGM can connect people with jobs or education, make fares more affordable, improve physical access to public transport, create an inclusive network which is safe and reliable, and improve population health by supporting active travel and tackling poor air quality. All of which must be underpinned by inclusive policy making which involves people and communities, and which recognises the diverse range of transport needs and experiences different people and places in GM have.
- 4.6.3 As an anchor institution, TfGM can also deliver social value as an employer, through its procurement of goods and services, through its service delivery, by the way it designs and manages its estate and assets, and by adopting the right corporate and civic behaviours.
- 4.6.4 In response to the Commission's recommendations, TfGM has recently commissioned an **independent equalities audit** to support delivery of the next phase of GM's transport journey and to ensure that the needs of people and places are at the heart of the development and delivery of a fully inclusive transport system for the people and places of GM. The outcome of this audit will assist TfGM in refreshing its Equalities Strategy and the processes used to assess the impact of TfGM's strategies, policies and processes.
- 4.6.5 Consultation, engagement and a regular dialogue with people will be at the heart of the Bee Network's development. TfGM sees engagement with the GM equality panels and other groups (including the newly formed **GM Accessible Transport Group**) as an essential element of this. One of the key components of the independent equalities audit is to consider whether TfGM has adequate insights into the needs of all parts of the GM population to understand different travel and transport needs and whether it uses effective tools to assess the impacts of its activities on different groups of people and different geographic areas within GM, ensuring a variety of voices are brought into planning and decision making.
- 4.6.6 Whilst the audit will inform what more TfGM can do two immediate priorities are to work with the rail industry to **improve the accessibility of GM's rail stations** and through bus franchising **ensure all new buses have the highest standards of accessibility and audio-visual announcements**.

4.7 The **GM Housing Providers Healthy Homes Group** are establishing a Population Health and Housing Working Group to shape and oversee activity in relation to the housing sector role in the creation of a Greater Manchester population health system. The Housing Providers are identifying what they are already doing in this space, identifying opportunities to take their effort further and aim to make a set of clear and shared commitments towards tackling inequality.

4.8 The **University of Manchester** is also using the two reports to carry out an assessment of their practice, and how they can better respond to inequality. For example, a year-long piece of strategic planning work at Manchester Museum, the Whitworth and Manchester Art Gallery will inform how these institutions can play a role in the future.

## **5. Next Steps**

- 5.1 As described above, the response to the reports and recommendations made by Professor Sir Michael Marmot and his team, and Professor Kate Pickett and the Greater Manchester Independent Inequalities Commission should now be part of 'business as usual' across Greater Manchester.
- 5.2 It is proposed therefore, that the refreshed Greater Manchester Strategy, which has been informed by these reports, will be brought to the Combined Authority with the launch of the new Greater Manchester Strategy, the intention is to meet again with the Commission in the autumn of 2021 to set out the steps Greater Manchester is taking.
- 5.3 Furthermore, the development of the Greater Manchester Integrated Care System and the new Integrated Care Strategy will reflect the importance of tackling inequalities, being fully cognizant of these reports, their findings and the response. The System will be designed to maximise its ability to reduce inequality and promote equity and fairness.

## **6. RECOMMENDATIONS:**

- 6.1 Recommendations appear at the front of this report.

# Appendix 1 – Tackling Inequality across Greater Manchester

## **Bolton**

In Bolton, we are currently reviewing the Bolton's Vision - Active, Connected and Prosperous and expect wellbeing and equity to be central outcomes to future policy interventions. The perspective of wellbeing and equity is particularly important focus and priority in relation to the impact of Covid-19 pandemic.

The Bolton Vision 2030 has social value at its heart and has a strong grounding, of which the good practice and implementation can be shared with Greater Manchester to help shape its strategy. The Vision Partnership is in itself a group of 'anchor institutions' working to improve people's lives in Bolton.

Strong and Engaged Communities is a priority within Bolton's Vision – Active, Connected and Prosperous, and is at the heart of the Active, Connected and Prosperous Board. The work undertaken has enabled power to be put into people's hands. The Covid Delta response was testament to this, which has been built upon the model employed for Climate Change. Through this agenda of climate change, there was a strong voice from our children and young people which is helping to shape our strategy and plans.

As we revise our 'Equalities Strategy', Bolton welcomes the opportunity to shape and learn and improve our practice, acknowledging that the key components to be incorporated. Part of the strategy will be to look to establish an Equalities Allies Network, including for Race, to tackle key issues including inequality in the workplace. Work on this has begun, with findings from an OD Employer Engagement project providing case-study material and models for consideration. A task and finish group will be set up to deliver this stream of work through the EDI Improvement Group.

Bolton is using the Employment Charter in our refresh of Bolton's Vision – Active, Connected and Prosperous. We anticipate social value influencing the workforce profile across the Borough, where we have a strong focus on 'skills and aspiration'.

## **Bury**

Our Bury 'Let's Do It' strategy has tackling inequalities at its heart with a clear vision to stand out as a place that is achieving faster economic growth than the national average and lower than national average levels of deprivation by focusing on seven core outcomes:

- Improved quality of life
- Improved early years development
- Improved educational attainment for our children and young people
- Increased adult skill levels and employability
- Inclusive economic growth
- Carbon neutrality by 2038
- Improved digital connectivity

This vision is underpinned by a clear set of outcome measures benchmarked against comparable boroughs, other GM boroughs and national averages as well as measuring progress in reducing internal borough inequalities. We are also aiming to ensure that key issues around vulnerability, disadvantage and poverty are at the heart of our decisions through high-quality equality analysis of every change / opportunity.

To deliver this vision a number of key programmes of work are already underway and will be progressed further through the lifetime of the strategy for example:

Through our Inclusion Strategy we are working with the local voluntary and community sector to develop inclusive community engagement structures - empowering local communities to set their own agendas and participate in solutions building on our participatory budgeting work; we are taking an equity-based approach to targeting public resources through our neighbourhood teams, to give every person access to the conditions to achieve their full potential. We are also working to develop an inclusive and representative workforce across all public service partners who understand unconscious bias and will use our culture strategy to celebrate and value the diversity of our borough

Our Health and Well Being Board has recently been established and re-focused as a 'standing commission' on health inequalities. Using the GM Model of Population Health system as a framework, the board works to ensure strategies and programmes of work are actively working to understand and address inequalities, promote inclusion and are developed in co-production with individuals and communities. This has already led to improvements in equalities monitoring within services, a radically new approach to recovery and transformation of elective care and increasing application of the concept of 'implementation decay' (where inequalities are perpetuated across service pathways) in analysis and to inform action to reduce inequalities.

We already have in place a local network of anchor Institutions but now taking this further with a framework for Community Wealth Building based on the work of CLES with identified leadership for each element by senior leaders from across the public sector. The Council has also committed to ensuring that the Real Living Wage is paid to all staff who are directly employed or who work within services commissioned by the Council. We also have a number of ambitious regeneration programmes focused on a number of townships in the borough which bring significant improvement to the quality of the local environment, access to good quality jobs, housing and services but will also ensure these developments are connected and informed by the ambitions and needs of local residents who will have a strong voice in shaping the plans.

Our approach to Public Service Reform and our neighbourhood working model has at its heart the drive to transform and realise new relationships across services and with local communities with a strong emphasis on co-production, strengths based approaches and community led decision-making. In addition to targeting timely and appropriate levels of wrap around support to those with or at risk of higher level needs we have a strong emphasis in ensuring good quality universal services with an emphasis on good quality education and health services and getting basics right for our residents.

## **Oldham**

In Oldham we have developed a new Equality, Diversity and Inclusion Strategy, informed by the work of the GM Inequality Commission and GM Marmot Report. We believe the people of Oldham want to live in a place that is committed to fairness and equality of opportunity, a borough that tackles discrimination and prejudice and that these principles help communities come together and live together harmoniously. The strategy sets out key actions across 4 equality objectives. These are:

1. Identify and mitigate the equality impacts of COVID-19, informing our response through research, best practice and lived experience, while supporting the delivery of our Covid-19 Recovery Strategy.
2. Provide services that put the citizens' voice at the heart of decision-making, ensuring our services are inclusive and drive equity.
3. Champion inclusivity across the borough, working with our partners and communities to make Oldham a fairer place for everyone, while valuing and celebrating diversity and inclusion for all.
4. Achieve a skilled and diverse workforce building a culture of equality and inclusion in everything we do.

Alongside the Equality, Diversity and Inclusion Strategy, we are holding a Poverty Truth Commission, aiming to help us tackle both the symptoms and causes of poverty in Oldham.

## **Manchester**

Manchester City Council is committed to tackling poverty and inequality - a summary of some of the key policies and activities are provided below:

**Strategically** – promoting inclusion is at the heart of the city's recently refreshed strategy *Our Manchester Strategy: Forward to 2025* including a specific theme to create 'a progressive and equitable city'

- This ambition is reiterated in the **Manchester Family Poverty Strategy 2017- 22** which was developed specifically to support children and families living in poverty. The Strategy focuses on the themes of sustainable work, raising and protecting incomes and increasing the resilience of families. In light of the economic and clinical impact of Covid -19, a re-prioritisation of the Family Poverty Strategy was undertaken to ensure that it was fit for purpose and could support families in the city who were disproportionately affected by the health and economic impacts of Covid.
- **Social value** - The Council has long recognised the benefits of social value in tackling inequality and promoting a more inclusive economy to deliver better outcomes for the city's residents. Since 2007, social value has been a key feature of the Council's procurement policy. Recently the approach to social value policy was revised to include good employment and a focus on people disproportionately impacted by COVID-19 including the over 50s and Black, Asian and Minority Ethnic residents.
- In addition, the Council will be launching a **Manchester Anchors Pilot** later this month. The pilot is made up of senior leaders from across the key sectors in the city whose role will be to support Manchester to become a Living Wage Place.

**Workforce equality** - The Council has a long history of championing equality, diversity and inclusion. Following the Black Lives Matter Movement and the global focus on racism, the Council strengthened its long-standing commitment to this important priority. Activities include establishing a new Talent and Diversity Team to improve the Council's policy, systems and processes for bringing in new talent as well as a Leadership pathway programme for Black, Asian and Minority Ethnic staff.



**Career pathways for Manchester residents** - work is being undertaken aimed at strengthening employment pathways in the Council for members of the city's ethnically diverse communities. This work includes encouraging all communities to consider the Council's opportunities through traditional recruitment and apprenticeship routes with a renewed focus on encouraging the city's ethnically diverse residents to consider working for us.

## **Rochdale**

Rochdale Council welcomes the recommendations of the GM Independent Inequalities Commission report.

We are committed to taking steps to redress inequalities and is implementing the following, amongst many other actions.:-

- Delivery of a number of programmes, which focus on ameliorating health inequalities, working with people with lived experience to improve the system and problem-solving inequality issues.
- A ten-year programme of citizen engagement to inform public service reform.
- Participating, alongside our partner organisation Action Together, in a quarterly 'Equalities Assembly' with grassroots organisations and citizens, to address equality issues.
- Adoption of the Modern Slavery and Good Employment Charters, aligning procurement of goods and services with charter requirements.
- Payment of the living wage for all adult care staff/ staff funded through personal budgets.
- Establishing staff networks with strategic input and targeted career progression through internal leadership programmes for staff at a disadvantage because of race or ethnicity, staff identifying as LGBTQ+ and staff with disability.
- Commissioning a study to produce a community wealth framework to help support and grow a local economy.
- A dedicated portfolio holder for co-operatives and communities.
- A range of employment skills programmes to address inequalities, provide pathways to under-represented groups, target provision for the most marginalised and increase digital inclusion

Rochdale Council is beginning to focus on its strategic approach to supporting community wealth, an inclusive local economy and social value. We are already a committed Cooperative Council; a long-standing member of the Cooperative Councils Innovation Network; and the Leader of the Council holds the Greater Manchester Combined Authority portfolio for Community, Coops and Inclusion and led the GM Cooperative Commission.

We are in the process of putting proposals to senior leadership for consideration on the development of a framework for community wealth - to support and coordinate current activity and develop and maximise future opportunities in the local authority and partnership wide. This will provide the formal structure we need to capitalise on the range of good grass roots work already taking place, both in the community and within the local authority.

## **Salford**

Salford is actively working towards developing a network of Anchor Institutions locally. A key next step of our Inclusive Economy Strategy is to establish a Salford Anchor Mission Taskforce / Community Wealth Building Hub to drive forward the changes in our work to adopt community wealth building principles by building the relationships between organisations in Salford to explore opportunities for generating greater social value in our supply chain.

Having launched the Salford Way focus on tackling poverty, and creating an inclusive economy earlier in 2021, we are also working towards a launch of our new Equality Strategy in October.

Salford has similar plans as part of its Inclusive Economy Strategy to explore ways to strengthen local democracy and put more power into people's hands. This includes taking inspiration from initiatives such as the Kirklees Democracy Commission, to rethink our approach to local decision making such as through developing a Citizen's Assembly so that residents and young people genuinely feel they can influence the future of their community. The Learning City People's Panel is currently being formed, and this too will play a key role in improving participation. There are significant areas of work already underway locally with programmes such as the Tech Talent Pipeline Partnership, Build Salford and Salford Employ. GM would need to ensure that new initiatives across GM build on the good work and initiatives which are already being delivered and developed.

In 2019 the city was recognised for its ambition to become the first Living Wage City in England and through the Living Wage Action Group we increased Living Wage employers from 38 in 2019 to 55 in February 2021 covering nearly 12,000 employees. In addition, Salford own's Employment Standards Charter accreditation and supporter network has over 100 supporters.

Salford was designated in May 2015 the first 'Social Enterprise Place' in the North West. A central aim of Salford's Inclusive Economy Strategy is further promoting different models of enterprise ownership such as co-operatives, mutuals, worker and community ownership and other forms of social enterprise. The Council has recently launched a Crowdfunding Platform which also provides similar opportunities for communities to invest in the local area supported by council match funding.

Much work has already taken place in Salford to implement the Greater Manchester Model of integrated public services through our own Salford Family Partnership Hubs which bring together a range of agencies through joined-up working processes including Early Help Assessment and Team Around the Family (TAF).

## **Stockport**

Stockport Council and partners welcome both reports and their recommendations.

Stockport's approach to tackling inequality is embedded across services and in our partnership working approaches. Stockport Council's cabinet member for inclusive neighbourhoods, oversees a strategic cross-cutting portfolio which includes four priorities:

- Building connected and inclusive communities
- Enabling all residents to benefit from local economic opportunities
- Embracing and celebrating equality, diversity and inclusion

- Working together across services to empower vibrant and safe neighbourhoods

Whilst there is much in place already in Stockport which aims to tackle inequality, we recognise there remains more to be done. Stockport is the eighth most polarised Borough in England, with deprived areas having lower than average education, health and employment outcomes, leading to significant inequalities which continue to need addressing.

The One Stockport Borough Plan, published earlier this year, places the need to tackle inequality firmly at its heart. The vision set out in the Borough Plan sees us all working together to develop a Borough which is inclusive, caring, enterprising and full of ambition. This plan is a shared plan, shaped by the people of Stockport and developed in partnership with a wide range of organisations across the Borough.

While developing the One Stockport Borough Plan, equality, equity and unity came out as a recurring (and strong) theme. As a result, one of the Plan's nine priorities is "A Fair and Inclusive Borough". In total, 35 of the 71 "we will" statements across all priorities in the plan directly relate to tackling inequalities.

Specific examples of things we are already doing that respond to the recommendations and findings outlined within the GM Independent Inequalities Commission include:

- Embedding **place-based working**
- Redesigning **early help and prevention**.
- **Strategic VCFSE sector investment**.
- Cross-partnership leadership of the **Community Champions programme**.
- Well established **Multi partner DigiKnow alliance** approach to digital inclusion

The One Stockport Borough Plan was produced before the final reports of the GM Independent Inequalities Commission or the Marmot "Build Back Fairer" Report for GM were published. The council is currently carrying out a mapping exercise across these reports and the Borough Plan and other supporting council and partnership plans to assess progress/ ambition against the recommendations of these reports.

This will also inform a partnership inequalities summit due to take place this autumn.

## **Tameside**

Tameside & Glossop Strategic Commission – the joint organisation of Tameside Council and NHS Tameside & Glossop Clinical Commissioning Group – has a long-established approach to equalities work, focussing on delivery and outcomes to reduce inequalities across the locality. Our approach is underpinned by One Equality Scheme (2018-2022) which is Tameside & Glossop Strategic Commission's joint equality scheme. The Scheme not only sets out the equality objectives of the organisation, but also ensures that our ethos towards equality and diversity is embedded in everything that we do and every service we provide. A progress report is produced on an annual basis which evidences how we are achieving or working towards our equality objectives through the wide range of work and projects that aim to tackle inequalities and ensure equity of service.

Tameside's approach to equality and tackling inequalities is strongly advocated and supported through Executive Leader Councillor Brenda Warrington's role as GM portfolio lead for Age-Friendly Greater Manchester and Equalities, and Councillor Leanne Feeley's

role as Executive Member for Lifelong Learning, Equalities, Culture and Heritage. Councillor Leanne Feeley is also the Chair of Tameside & Glossop's Inequalities Reference Group (IRG) which was established in November 2020 in response to how the coronavirus pandemic has brought inequalities into sharp focus. As we move from crisis management to recovery, we need to ensure we are utilising evidence and research, alongside the experience of our own communities, to do all we can to reduce inequalities in Tameside & Glossop. IRG enables public sector organisations in Tameside & Glossop to work together to ensure this happens.

Further examples of our Tameside response to the GM Independent Inequalities Commission include:

- The **Community Champions Network** was established in summer 2020 to provide residents and workforces with the information they need to lead the way in their community. Community champions play a key role in acting as message carriers and leading by good example. To enable this, the Council ensures that timely and accurate information is shared with community champions to support them to respond to and reassure residents within their community. The network runs two virtual sessions each week to share information and good practice, whilst also producing regular newsletters that are sent to the network. The network has continued to develop with a growing focus on tackling wider health and inequality issues across the borough and bringing our diverse communities together. Smaller sub-groups have been launched, such as the Diversity Champions, Age Friendly Champions, and the Disability Champions. These sub-groups focus on specific issues, providing a space for the sharing of ideas, networking and integration.
- The Strategic Commission are supporting the **Tameside Poverty Truth Commission** coordinated by Greater Manchester Poverty Action. The Poverty Truth Commission aims to involve people with experience of poverty in making decisions about tackling poverty. People in Tameside with lived experience of poverty will work alongside civic and business leaders to influence decision-making and share their stories. Working groups will be established to focus on a number of identified poverty related issues, steered by people with lived experience. By connecting civic and business leaders with ordinary people who have experience of poverty, decisions can be better informed and more effective.
- Tameside Council launched its **Inclusive Growth Strategy** in March 2021, following extensive engagement with residents and partner organisations. It lays out 13 key aims for how growth is delivered, which will ensure that Tameside can build back better from Covid-19, recovering in a way that brings a fairer economy for all. The strategy details the borough's existing strengths and how these can be built on, allowing Tameside to take advantage of the opportunities offered by its location and historic specialisms to improve the lives of residents, help grow local businesses and address economic challenges.
- Tameside Council are currently engaging on a draft **Housing Strategy** for the borough. The Strategy sets out the ambitions and aspirations of the borough to deliver good quality affordable housing that supports and impacts positively on people's quality of life. Good quality and affordable housing is critical to many of the broader issues that Tameside needs to address, including health, carbon reduction, tackling homelessness, providing skills and training to local people and growing our economy and Public Service Reform.

It should be noted that these are only a few of the many initiatives which are taking place in Tameside. The intention is to embed the 'essential pivot' of tackling inequalities across all service and policy areas. We have also had a first session of an informal Tackling

Inequalities in Tameside Group – led by the Cabinet and Single Leadership Team. We'll pick this back up again in September and the intention is for it to be the place to drive forward key work.

## Trafford

The work in Trafford includes the following:

- **Reducing Health Inequalities in vaccine uptake** - Trafford has its own North and South divide, with greater life expectancy, better health outcomes and fewer health inequalities in the South of the borough compared with the North. These inequalities are a result of a complex interplay of factors that extend beyond an individual and community level. A similar divide has now been observed in our vaccination programme. Since the start of this programme, the Public Health team, in collaboration with Trafford CCG and other local partners, including the VCSE sector has been taking a health-intelligence led approach using evidence-based strategies to improve COVID-19 vaccine coverage in parts of our borough to ensure equitable coverage. Our teams are encouraging those who remain unvaccinated to get the vaccine and minimise the risk of COVID-19 being endemic in some parts of Trafford.
- **Joint Corporate Equality Strategy for Council & CCG** - Our new joint Corporate Equality Strategy for 2021-2025 sets out how Trafford Council and Trafford CCG are committed to reducing inequality, challenging discrimination and supporting our most disadvantaged groups. Improving equality across everything we do is a key priority and the unequal impact of Covid.19 has shone a light on areas where inequalities need to be tackled urgently. We are working to ensure that equality and inclusion good practices are implemented and embedded in all areas of working practices in relation to policies, service delivery, employment, community engagement and partnership working. This joint strategy for focuses on becoming more inclusive employers and delivering high quality services that recognise different needs of our residents, as well as promoting community cohesion in our diverse Trafford neighbourhoods.
- **Trafford Poverty Truth Commission** - Trafford's first Poverty Truth Commission is being launched in October 2021 to bring together people in poverty with those in senior positions within the private, public and voluntary sector. This commission is coordinated by Friends of Stretford Public Hall and will give people living in poverty a direct voice, enabling them to drive changes in reducing and alleviating poverty through their lived experiences.
- **Giving Children the best start in life** - Making sure that all children are developing at the expected rate is important in improving later outcomes. One way of assessing this is through measuring their development at the end of the reception year. In Trafford, three quarters (74%) of school children are deemed to be 'school ready', which is above the national average. However, just under half (47%) of Trafford's children who are eligible for free school meals are classed as 'school ready'. We have been working on reducing this gap, and improving outcomes for our most deprived children, and have been determined to continue to do so throughout the pandemic. This has been challenging as school nursing and health visiting staff were redeployed into other parts of the NHS. However, these core public health services have endeavoured to maintain essential provision, giving our children the best start in life, supporting the most vulnerable families and ensuring our children are vaccinated from other communicable diseases. Health visitors have continued contact with all Trafford families but have targeted additional support towards those with higher levels of need.

- **Equality and Safety Survey** - Trafford Council wants to ensure that we are doing all we can to keep Trafford residents safe and ensure that they feel safe. The Equality and Safety Survey was launched in August 2021 in light of recent concerns around women's safety and to get views from Trafford residents on street safety. We will continue to work with our communities to keep them safe from harassment, crime, and violence.
- **Community Hubs** - Trafford's successful Community Hubs were set up to support people through the coronavirus pandemic, providing a vital lifeline to those who were vulnerable and self-isolating. These Community Hubs are a partnership and collaborative effort, set up and co-ordinated by Trafford Council, Trafford CCG, Trafford Housing Trust, Citizens Advice Trafford, Thrive Trafford, and the committed community organisations who operate the Hubs: The Hub in Altrincham, Our Sale West, The Hideaway, Age UK Trafford, The Friends of Stretford Public Hall and St John's Centre. The Community Hubs continue to help the most vulnerable in our communities providing vital medical and food supplies. Trafford's Community Support lines responded to over 34,000 calls and this work kept over 14,000 shielding patients safe throughout the pandemic.
- **Wellbeing Services** - Trafford's Healthy Lifestyles offer is made up of 6 different organisations to support those who are struggling to change their behaviours and help them to make a difference. The services target those communities experiencing significant health inequalities. The revised offer begins in April 2020 and builds on previous work. Collectively the 6 providers focus on people with: physical and learning disabilities, those with autism, members of the deaf community, those experiencing poor mental health, members of the BME community and older people. Through these services Trafford residents within the targeted communities have gained access to additional support to improve their health and wellbeing, both online and in person. There have also been community groups developed with a health focus and classes have been held in innovate ways to engage people to remain active, particularly during lockdown. Lastly, the providers have acted as an access point to refer individuals to other services and facilitate health screening and checks.

## Wigan

Wigan has a strong focus on tackling inequalities. We have launched a Community Wealth Building strategy and are developing a comprehensive borough-wide equality approach in Wigan. We are also refreshing our community engagement approach. Our community wealth building anchor network identifies opportunities where anchors can work together to build local wealth and support people who may be suffering economic inequalities locally.

We already have cabinet members for equalities and communities and have strong leadership in place. Also, ensuring existing community and civil society infrastructure are properly resourced and empowered, ideally at district and neighbourhood level (Wigan's new neighbourhood model).

Our Green Skills Jobs Business approach for Wigan, our employment pathways and our Employment and Skills Strategy all have a focus on inequality. Furthermore, our Employment and Skills Strategy (Strategic Imperative 4: Daring to Aspire and Achieve) sets out our ambitions to address social mobility challenges. As part of our community wealth building, we want to see a greater diversity of businesses in which wealth is both created and shared between owners, workers and consumers. This will include more employee-owned firms, community business and social enterprises.

Wigan's Developer Hub brings together the key elements of the development process such as: Access to land opportunities, access to finance, support to navigate the planning process and addressing training and skills needs.

We are building an approach towards Universal Basic Services through our:

- Equality Action Plan
- Equality, Diversity and Inclusion Steering Group
- New neighbourhood model
- Deal 2030
- Employment and Skills Strategy
- Housing Strategy
- Skills and Employability Stakeholder Conference (Annual)
- Wigan Education Partnership (WEP)
- Skills & Employability Board
- Primary School Improvement Board
- Secondary School Improvement Board

The Wigan Equality, Diversity and Inclusion Operational Group (Internal officers) will implement and monitor Wigan's actions to address the recommendations/suggestions on a quarterly basis. Actions resulting from the recommendation report will be included within the wider Wigan Equality Action Plan.