

## Greater Manchester Combined Authority

**Date:** 29 July 2022

**Subject:** Overview of Greater Manchester Independent Inequalities Commission: One Year on Review

**Report of:** Councillor Amanda Chadderton, Portfolio Lead for Equalities, Inclusion & Cohesion and Sara Todd, Portfolio Lead Chief Executive for Equalities, Inclusion & Cohesion.

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### Purpose of Report

The Greater Manchester Independent Inequalities Commission launched its final report in March 2021, endorsed by the GMCA. In March 2022, one year on from the publication of the report, the Commissioners reconvened to reflect on progress being made. This paper provides a summary of progress being made, the Commissioners' reflections on progress and proposed next steps for Greater Manchester.

### Recommendations:

The GMCA is requested to:

1. Note the activities described in this report which are now taking place, and the comprehensive and integrated approach Greater Manchester has adopted to tackling inequality centred around the refreshed Greater Manchester Strategy and monitoring through the 6 monthly GMS Performance Process.
2. Note the commissioners' reflections in respect of the 'good work' and 'some progress on process' being made but also the need for Greater Manchester to go further and faster, deeper and wider in tackling inequalities.
3. Agree to the proposal that going forward:
  - The GMS and GMS progress reporting will be the vehicles to steer a systemwide approach to addressing inequalities.
  - The Tackling Inequalities Board will provide the necessary leadership and governance to continue to hold the system to account on our equalities commitments.

- The ongoing coordination work between existing governance boards around this agenda will further enable the embedding of responding to inequalities into 'everybody's business' and will ensure that the right system ownership and leadership is in place to drive actions in response to the issues presented.

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# Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire			
Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	G	One Year on from the publication of the IIC Report, this paper provides an overview of work (as set out in the IIC One Year On Review document) across Greater Manchester, all of which aims to tackle inequality across protected characteristics, across other people or groups, communities, places and neighbourhoods. The paper additionally sets out the commissioners' reflections on progress and proposed next steps for Greater Manchester, in particular in respect to the interlinked themes of inequality and climate being central and driven forward through delivery of the Greater Manchester Strategy.	
Health	G	This report provides an overview of work across Greater Manchester, all of which aims to tackle health inequality across , communities, places and neighbourhoods in GM.	
Resilience and Adaptation	G	This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across , communities, places and neighbourhoods in GM, and will improve the resilience of communities and places more vulnerable to climate, disaster, public safety and health risks.	
Housing	G	This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across communities, places and neighbourhoods in GM, and will include work to address inequalities relating to housing.	
Economy	G	This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across communities, places and neighbourhoods in GM, and will have a net positive impact on the economy of GM through reducing inequalities in pay, employment standards, etc.	
Mobility and Connectivity	G	This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across communities, places and neighbourhoods in GM, and will have a net positive impact through effort to create accessible and inclusive transport and tackle digital exclusion, for example.	
Carbon, Nature and Environment	G	This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across communities, places and neighbourhoods in GM, and will have a net positive impact on the natural environment through specific schemes and interventions.	
Consumption and Production	G	This report provides an overview of work across Greater Manchester, all of which aims to tackle inequality across communities, places and neighbourhoods in GM, and will have a net positive impact on the rates of recycling and reuse through specific schemes and interventions.	
Contribution to achieving the GM Carbon Neutral 2038 target		The report and the GMS more broadly highlights the interlinkage between addressing inequality and climate change (eg interlinkage between retrofit, skills growth opportunities, energy efficiency and reduced heating costs). Whilst the climate emergency affects us all, it is the most vulnerable and disadvantaged communities who are often the least responsible for causing climate change who are experiencing the worst impacts. These communities often have the least capacity to adapt and respond. The cost of living crisis will make addressing these interlinked areas increasingly challenging.	
Further Assessment(s):		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		#####		
Buildings	Result	Justification/Mitigation		
New Build residential	#####	This report contains an overview of a range of projects and programmes, all of which will have their own individual assessment.		
Residential building(s) renovation/maintenance	TBC	This report contains an overview of a range of projects and programmes, all of which will have their own individual assessment.		
New Build Commercial/Industrial	TBC	This report contains 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 contains 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 contains 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.

## Risk Management

N/A

## Legal Considerations

N/A

## Financial Consequences – Revenue

An initial budget of £250,000 was provided for the work of the Commissioners and arising activities. In June 2021 a further budget of £250,000 was agreed by the GMCA 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 will require further investment or require a fundamental shift to how we invest as a public sector – using some of the funding and resources that we already have, but in a different manner.

## Financial Consequences – Capital

N/A

## Number of attachments to the report:

## Comments/recommendations from Overview & Scrutiny Committee

This report has not been considered by O&S committees

## Background Papers

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

[Economic Development \(greatermanchester-ca.gov.uk\)](#)

<https://democracy.greatermanchester-ca.gov.uk/documents/s15931/07%20HCB%20-%20Tackling%20Inequalities%20-%20300721%20FINAL.pdf>

## Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

## Exemption from call in

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 and Scrutiny Committee

N/A

## 1. Introduction

In March 2022, one year on from the publication of the Greater Manchester Independent Inequalities Commission report, the Commissioners reconvened to reflect on progress being made.

They considered the IIC One Year On Review document, produced by GM partners, setting out the integrated Greater Manchester approach and action being taken to address inequality, with a specific focus on work taken in response to the recommendations of the Independent Inequalities Commission Report, and being mindful of the work on Build Back Fairer. This paper provides a summary of progress being made (as set out in the One Year On Review annexed), commissioners' reflections on progress and proposed next steps for Greater Manchester.

## **2. IIC One Year on Review**

### **Background**

The One Year On review document was developed with contributions from partners across the conurbation. It sets out the comprehensive and integrated approach Greater Manchester has adopted to tackling inequality centred around:

### **The Greater Manchester Strategy**

The refreshed Greater Manchester Strategy (GMS), adopted in December 2021, is Greater Manchester's plan for all the communities, neighbourhoods, towns and cities which make up our city-region. It sets out our vision of Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit and study.

The Strategy sets shared outcomes and commitments, with whole system activity required to deliver, and is underpinned by a performance framework with metrics to monitor, some of which are targeted, and web-based data dashboards to inform future activity. For the first time this includes three neighbourhood floor targets, which set minimum standards against core indicators – the intention being to highlight variance and inequality at the local levels, and to trigger collective targeted activity in response.

The commitments are underpinned by a strong foundation formed from agreed ways of working. We are adopting practices which will enable a consistent approach across systems, institutions and communities to come together. Case studies are provided to illustrate the types of activities and ways of working that we would like to replicate and spread.

It is important that tackling inequality is not done in a silo – and this approach is a fundamental part of what we are seeking to do in Greater Manchester. There is not a separate 'delivery plan' to respond to either the recommendations from the Inequalities Commission or the Marmot Build Back Fairer report. Instead, our approach is 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.

## **Leadership, accountability and governance**

The Equalities, Inclusion and Cohesion Portfolio has assumed leadership and convening the system around tackling inequalities, and the Tackling Inequalities 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, leadership is being shown right across a range of stakeholders and many boards and partnerships are accepting accountability for action such as the Population Health Board, Reform Board and Growth Board. Officer led work is ongoing to ensure the unique contribution to this agenda of each of these governance boards is understood, and that activities undertaken are coordinated and complementary, ensuring the correct oversight and leadership of activities and maximising the impact of individual and collective actions.

## **Engagement and involvement**

The Greater Manchester Equality Panels have been established to advise, support and challenge Greater Manchester's political leaders and policy-makers to tackle the discrimination and disadvantage that cause injustice and inequality in society, and champion Greater Manchester as an inclusive city-region. Over the last year there has been activity to strengthen the role and impact of the Equality Panels in tackling inequality and discrimination, including

- Establishing four new panels; Faith and Belief Advisory Panel, Race Equality Panel, Women and Girls Panel and an Older Peoples Panel. Membership reflects diversity, across different demographics, districts, sectors and other interests. Recruitment is open, membership publicised, and the Chairs selected by panel members
- An increase in cross-panel working, taking an intersectional approach where appropriate, and collaborating with other equality networks and the voluntary sector to make best use of resources and maximise impact, for example on transport accessibility and social care charging
- Undertaking open procurement to recruit culturally relevant facilitating organisations, strengthening the support to panel members
- Developing new structures to enable greater strategic influence with public services policy makers and political decisionmakers, through regular meetings with the Portfolio leads and attending the Tackling Inequalities Board.

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.

### **People Power**

The Race Equality Panel created a Charter for Race Equality in Schools, which has been recognised and endorsed by the Greater Manchester Learning Partnership (GMLP). The Charter champions inclusion by recognising the intersectionality of neurodiversity, ethnicity, class and gender as part of its overall framework. By establishing a relationship with the GMLP, the Panel have been able to connect with school leaders and form a network where those in the system can discuss methods of implementing good practice.

As part of their Digital Inclusion work, the Disabled Peoples Panel teamed up with People First Manchester, Carisma and the Good Things Foundation to distribute free tablets, with Wi-Fi connection, data and accessible peripherals to 10 recipients in learning disabled and communities experiencing racism helping families and organisations get online. This provided valuable learning of what works and what is needed, which has been fed into the Digital Inclusion Action Network.

The Women and Girls Panel helped develop a funding bid focussed on increasing safety across the tram network. The bid was awarded £550,000 to train 570 staff on how to deal with incidents, a mass reporting campaign aimed at women and girls (resulted in a 600% reporting increase), a poster campaign to tackle behaviours (featuring the slogan No means No) and a trusted people presence at key stops on the Oldham-Rochdale. As a result, incidents for women and girls have fallen by 25% on the targeted stops.

The LGBTQ+ Panel launched on 17th May, International Day against Homophobia, Biphobia and Transphobia, with a promise to make the region better and safer for all LGBTQ+ communities by committing to free the city-region of so-called “conversion therapy”, a practice where an individual or organisation seeks an intervention with a predetermined outcome to change, cure or suppress the sexual orientation or gender identity of a person. This powerful commitment to end this practice was endorsed by Political, Public, Business and Community leaders.

Further examples of the impact made by the Equality Panels can be found in their Annual Reports (see report to GMCA July 2022).

### 3. Response to IIC specific recommendations

The IIC recommendations have, as far as possible, been subsumed within the GMS with progress included within the One Year On Report. However, there are some specific actions being taken forward which include:

- An exercise to consider the purpose and form of any GM Anchor Network.
- Collaboration with the University of Manchester to explore the impact of existing participation and engagement structures, in districts and pan-GM with suggestions regarding practical ways these can improved, including identifying any gaps or need for additional structures. This included a workshop with district Cabinet Members and Senior Officers, and Greater Manchester Scrutiny and Equality Panel Chairs.
- To input the lived experience of poverty to policy and strategy development in GM, the Combined Authority is now working directly with GM Poverty Action, to deepen the understanding of the strategic role GMCA can play in directly and indirectly addressing poverty, and in how it can implement specific policy approaches.
- Early discussions are underway to explore opportunities for collaboration with the Equality and Human Rights Commission, strengthening public services approach to preventing and responding to discriminatory practices. In addition, pro bono legal support for people facing discrimination in employment has been secured through a joint project between Citizens Advice Manchester and the Growth Company.
- The GMCA Research Team and University of Manchester's Centre on Dynamics of Ethnicity have partnered to deliver intelligence and evidence on racial inequality and discrimination. **The powerful and challenging findings impact all Portfolios, and Leaders are encouraged to have discussions about implications and actions in their Governance Boards and Partnership Networks.** The research will shape a GM Race Equality Strategic Framework, codesigned with the Race Equality Panel and policymakers, that builds on local strategies, shares best practice, and identifies the priority areas where a GM approach will be most effective. (Due September 2022)
- Co-design of a GM Community Wealth Hub - launched in March 2022. This has involved reaching out across three broad groups of stakeholders, including the social economy, business support and advice services, and wider stakeholders with an interest in community wealth building. Two engagement exercises have also been run using GM Consult and a large co-design workshop session held at which

around 70 people met to discuss the purpose, functions and impacts of the proposed Hub. The results from the work so far are being channelled into two 'design sprint' sessions over the summer, from which it is hoped that a business proposition will emerge, which can then be tested back with the wider group of stakeholders. A full technical appraisal of the business proposition is planned.

- In addition, a mapping exercise is being undertaken of the potential market for a Community Investment Platform to tap into local savings, unlock community investment and build-up assets to share wealth with people in Greater Manchester.
- Greater Manchester has become the first city-region to launch a toolkit designed to help and inform employers on the positive impact an age-friendly workplace can bring. The toolkit includes information on flexible working, how to hire age-positively as well as advice on how to encourage career development at all ages

### **Good jobs, decent pay**

Greater Manchester is the first city-region to be officially recognised by the Living Wage Foundation for its plans to become a Living Wage City-Region.

A Living Wage City-Region action group, led by the Mayor of Greater Manchester and the Chair of the Greater Manchester Local Enterprise Partnership (GM LEP), was established in May 2021 to drive forward the plans to ensure everyone in the city-region is paid the living wage by the end of the decade.

The number of accredited Living Wage Employers has quadrupled 2017, with almost 500 employers in the city-region attaining Living Wage Employer status.

This includes faith organisations, with members of the Faith and Belief Advisory Panel actively involved in the group, encouraging their networks to sign-up. A case-study has been developed with Cheadle Muslim Association, highlighting the need and benefits.

## **4. GM IIC Reflections: One Year On**

The IIC Commissioners provided feedback on progress being made in Greater Manchester in the form of an overarching preface to the *IIC One Year On Review* document with additional observations regarding activity being taken to address specific recommendations made in their original report. The Preface and Report containing the Commissioners thoughts are detailed in Annex 1.

Overarching key reflections by the Commissioners include:

- They were pleased to see that their work, including recommendations, were reflected in the Mayor's 2021 election manifesto and in the refreshing of the Greater Manchester Strategy. They indicated that it is clear that there is much good work and some progress on process being made, not just within the Combined Authority and the local authorities, but also within the VCSE sector and other partners and stakeholders
- However they highlight that, one year on, the world is different: the Covid-19 pandemic is still with us, we are on the cusp of a cost-of-living crisis and there has been the outbreak of a war in Europe. Inequalities, poverty, and deprivation are set to increase, at a time when we had all hoped to be focused on building back better.
- Under this new reality the Commissioners urge Greater Manchester to go **further and faster, deeper and wider in tackling inequalities**. They highlight that the problems of inequalities considered a year ago were grave, and now they are arguably worse
- The Commissioners issue a clarion call for more courage, creativity, innovation and action; for inequalities and their causes to be even more central, for even more of a push for step changes in culture, systems and processes

## 5. Next Steps

The GMS progress reporting approach, set out above, seeks to constantly shine light on inequalities and through ongoing work with the Tackling Inequalities Board provide the necessary leadership and governance to continue to hold the system to account on our equalities commitments. In addition, the Board can facilitate innovation and sharing of best practice. The ongoing coordination work between existing governance boards around this agenda will further enable the embedding of responding to inequalities into 'everybody's business' and will ensure that the right system ownership and leadership is in place to drive actions in response to the issues presented.

Set within this context, the Commissioners reflections on progress being made one year on are welcomed. They set out the need to go '**further and faster, deeper and wider in tackling inequalities**'. These issues have also clearly been flagged through the GMS progress reporting process, and through that route, provide the necessary system push to make inequalities everyone's business and with sound, integrated responses in place.

However, there are a number of specific issues that the Commissioners raised which require further consideration:

- Recompense for Panel members
- Skill levels remain low across GM – worse in the most disadvantaged places and communities – and organising more co-ordinated effort amongst educational institutions remains a pressing issue – better co-ordination and ambition across schools, colleges and universities is still needed
- Education Challenge / Children & Young People's Strategy: Further consideration is being given to this.

It is proposed that the Tackling Inequalities Board is responsible for considering these and ensuring that they are taken forward/resolved as appropriate.

## **6. Recommendations**

Recommendations appear at the front of this report.

## **Annex 1**

### **Greater Manchester Independent Inequalities Commission**

#### **One Year on Review, March 2022**

##### **Preface**

We, the Commissioners of the Greater Manchester Independent Inequalities Commission, are grateful for the opportunity to comment on progress towards reducing inequalities in Greater Manchester. We reconvened in February 2022 to consider how the city-region has responded to the final report and recommendations that we launched in March 2021 ([https://www.greatermanchester-ca.gov.uk/media/4337/gmca\\_independent-inequalities-commission\\_v15.pdf](https://www.greatermanchester-ca.gov.uk/media/4337/gmca_independent-inequalities-commission_v15.pdf)).

The Commissioners were uniformly pleased to have seen our work, including our recommendations, reflected in the Mayor's 2021 election manifesto and in the refreshing of the Greater Manchester Strategy. It is clear that there is much good work and some progress on process being made, not just within the Combined Authority and the local authorities, but also within the VCSE sector and other partners and stakeholders. We are pleased that the Commission's work has given weight to enable a more strategic focus on inequalities, and we acknowledge the apparent enthusiasm and commitment to solutions and progress that we see across the city-region. We also know that there is an intransigent nature to the challenges of inequality and whilst it is easy to propose solutions, the next push for GM is to go even harder on implementation and action.

Furthermore, one year on, the world is different: the Covid-19 pandemic is still with us, we are on the cusp of a cost-of-living crisis and, in the very brief time since the Commissioners reconvened, we have seen the outbreak of a war in Europe. Inequalities, poverty, and deprivation are set to increase, at a time when we had all hoped to be focused on building back better.

In this new reality we would not be doing our job if we did not urge Greater Manchester to go further and faster, deeper and wider in tackling inequalities. The problems of inequalities we considered a year ago were grave, now they are arguably worse. Responding as a 'critical friend' to the One Year On Review, the Commission issues a clarion call for more courage, creativity, innovation and action; for inequalities and their causes to be even more central, for even more of a push for step changes in culture, systems and processes. Yes, progress has been made and the Commission applauds and approves it, but we also want

to encourage a change of pace and scale, perhaps through the establishment of an inequalities task force or the creation of a deputy mayor for inequalities. Actions on inequalities must be seen, and their impact felt, in all the communities that make up Greater Manchester.

We look forward to seeing the momentum and ambition grow.

**Kate Pickett, for the Independent Inequalities Commission**

# Greater Manchester Independent Inequalities Commission

## One Year on Review

### 1. Introduction

Greater Manchester is a place which believes that everyone should reach their potential. Our vision is Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit and study. 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.

Our city-region has a long history of inclusion, welcoming migrants from the industrial revolution to the present day, championing social justice and human rights, and building diverse, cohesive and resilient communities. However, like all global cities, inequalities exist and persist throughout our society, between Greater Manchester and the rest of the country, between localities in Greater Manchester, within localities and across specific groups within our population. The inequalities experienced by Greater Manchester's communities are entrenched, systemic and intergenerational.

Both the Independent Inequalities Commission which reported in March 2021 and the Build Back Fairer review explored these inequalities in Greater Manchester in further detail and set out recommendations regarding how they could be addressed. It is now one year since the Inequalities Commission published its report and this review sets out the integrated Greater Manchester approach and action that is being taken to address inequality, with a specific focus on work taken in GM in response to the recommendations of Independent Inequalities Commission Report, and being mindful of the work on Build Back Fairer, in order to note progress being made and inject energy by suggesting areas where action could be tweaked/adjusted/galvanised. The review is intended to challenge and inform the GM system.

***This report has been collated from contributions by a range of Greater Manchester partners. The table in Section 4 includes an additional column setting out the Independent Inequalities Commissioners' response to our progress, as part of their revisit in March 2022***

## **2. Background**

In October 2020, the Independent Inequalities Commission was established to support and influence the city-region's renewal following the Covid-19 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. 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. The Commission launched their final report on 26th 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](#).

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. 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. 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.

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-19 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.

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.

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

**'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

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.

There are clear areas of synergy across the two reports - with GM systemwide understanding and actions responsive to both reports findings - and they have been used to inform the development of the refreshed Greater Manchester Strategy, as it is recognised as fundamental to Greater Manchester that inequality is at the forefront of our new strategic priorities.

### **3. A Fairer Greater Manchester: Our comprehensive and integrated Greater Manchester approach to tackling inequality**

The Independent Inequalities Commission and Build Back Better reports, provided expert insight and intelligence, examining root causes and sought to quantify the scale of the inequalities challenge in Greater Manchester, finding them to be entrenched, systemic and intergenerational. Whilst an integrated response to tackle inequality was beginning to be mobilized before the reports were published; this has subsequently been galvanised, with increased focus leading to our comprehensive and integrated approach to action centred around:

**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 Appendix 1 below, leadership is being shown right across a range of stakeholders and many boards and partnerships are accepting accountability for action. For example, the Population Health Board has a role in technical analysis of interventions to address the wider determinants of health inequality; the Reform Board has an accountability for public service delivery and ways of working to support reducing inequalities. Work is ongoing to transition from the current GM health and care arrangements to the GM Integrated Care System. Integral to this is the embedding of responding to inequalities through workforce, organisational structure and health outcomes. GM partners taking a collective responsibility to address inequalities will be vital in the period to come, with system leadership, constructive challenge and enabling whole system approaches by the Tackling Inequalities Board

**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. 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. In addition to the Equality Panels, building on the recommendation within the IIC that GM establishes a permanent structure to input the lived experience of poverty to policy and strategy development in GM, the Combined Authority is now working directly with GM Poverty Action, to deepen the understanding of the strategic role GMCA can play in directly and indirectly addressing poverty, and in how it can implement specific policy approaches.

The Greater Manchester Strategy: Good Lives for All: The refreshed [Greater Manchester Strategy](#), adopted in December 2021 is Greater Manchester's plan for all the communities, neighbourhoods, towns and cities which make up our city-region. It sets out our vision of Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit and study. It is our plan for recovery and renewal following the pandemic, and puts responding to the interconnected challenges of climate change and inequality at its heart, providing the lenses through which Greater Manchester activity should be framed and

challenging where policy or delivery is contrary to climate and equalities ambitions. It provides a clear direction of travel for our city-region, focused on those areas where all parts of the conurbation need to work together to achieve our shared vision.

The refresh of the Greater Manchester Strategy has been developed following several months of engagement from across sectors, partners and communities including sessions with the Voluntary and Community Sector and Equalities Panels. The strategy builds from the issues, actions and learning from the Living with Covid Resilience Plan and forms the systemwide response to the findings and recommendations of the Independent Inequalities Commission and the Marmot Build Back Fairer reports. It seeks to respond to all evidenced inequalities, recognising the individual identities that experience disproportionate discrimination, alongside the role of place and poverty. If we are to achieve equity, we must first understand and respond to the interconnected, complex, and personal causes of inequality.

The strategy positions Greater Manchester as a greener, fairer and more prosperous city-region - delivered through our unique and distinctive neighbourhoods, towns and cities, coming together in a vibrant successful Greater Manchester. The strategy sets out shared outcomes and commitments to be attained over the period of the strategy, and which are underpinned by collective ways of working. It is recognised that delivering on the ambitions we set out in the Strategy will depend on how we work together, as much as what we work on. This will only be achieved via the development and adoption of practices which will enable a consistent approach across sectors, systems, institutions and communities to come together to create good lives for all.

To this end the Strategy sets out our Ways of Working with specific principles and practices in relation to:

- Leadership
- Equality
- Effective Communication
- Robust quantitative and qualitative evidence-based approaches
- Innovation
- Understanding the impacts of our decisions
- Environment
- Involving stakeholders
- Progressive procurement and social value
- Workforce
- Always working with the future in mind

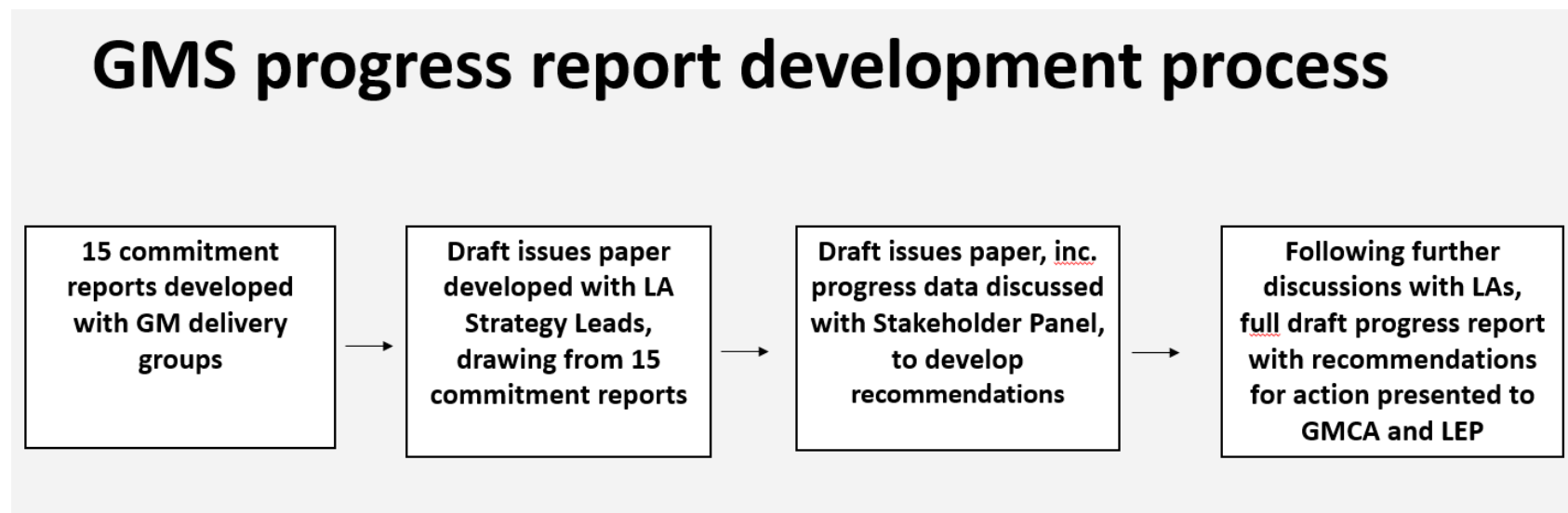
The strategy sets out a range of initiatives and tools that Greater Manchester has put in place which will enable these ways of working - some of the most important of these enablers include:

- The Greater Manchester Model of Unified Services
- The Greater Manchester Good Employment Charter
- VCSE Sector Accord
- Greater Manchester's Digital Blueprint

The strategy provides a ten-year vision and direction of travel for Greater Manchester, leading our recovery and renewal as the city-region comes out of the pandemic and learns to live with the ongoing implications from it. It is accompanied by a three-year Delivery Plan, which initially captures those specific programmes of activity being delivered currently which support the shared outcomes and commitments in the Strategy, a more comprehensive delivery planning process is currently under development which will:

- Provide a system wide view of activity and progress against the shared commitment (and targets) in the strategy and ways of working
- Identify gaps, challenges or issues for development in delivering the shared commitments/ways of working
- Provide for sharing and embedding of good practice, system learning and innovation
- A full performance report will be produced every six months.

The following diagram provides an overview of delivery plan process.



The delivery of this strategy will drive ways of working that ensure our policies and services are responsive to the needs of our diverse communities. Our understanding of the challenges will be informed by the voice of lived experience, and our communities will be actively involved in shaping and delivering the solutions. Using more effective prioritisation and targeting of resources, Greater Manchester, through this strategy, has the opportunity to reshape our future, levelling up, with greater inclusivity and equity, for all of our communities, driving prosperity in all our neighbourhoods, towns and cities. We must focus our understanding and interventions on those in society that do not achieve positive outcomes and must not be blinded by averages. We will use all the levers at our disposal, including equalities legislation, the Socio Economic Duty and the Public Sector Equalities Duty to ensure we are giving full consideration to and developing appropriate responses to equality and access issues in the design and delivery of our programmes, plans and policies. We will strive to ensure our workforces and leadership are reflective of our communities, and that any individual's opportunities are not limited as result of discrimination due to their identity.

Progress monitoring for the strategy includes a basket of measures to track progress against the shared outcomes and commitments, a number of associated targets, and a self-assessment process relating to the adoption and embedding of our ways of working. The performance framework will draw on a range of data and intelligence sources, including community insight, as a mechanism to ensure our interventions are responsive to the lived experience of Greater Manchester's residents. For the first time, the new performance framework will include a small number of neighbourhood floor targets, which set minimum standards against a number of core indicators – the intention being to highlight variance and inequality at the local levels, and to trigger collective targeted activity in response. The floor targets being piloted are:

% of premises unable to access download speeds of at least 30Mbps

% take-up of funded childcare and early education places for two-year olds

% of young people (Year 10s) reporting good or higher wellbeing

The performance framework also commits to tracking and acting upon demographic inequalities, highlighted by considering variation in outcome by population group. This approach will inject a new level of focus within some of the priority measures and demonstrates a

way of working and commitment to issues that are fundamental to the overall success of Greater Manchester. We will seek to align collective activities and resources to ensure an appropriate shift in service delivery to support those people and places that need it most. The performance framework will be further developed in line with the iteration of the Delivery Plan and the availability of data and completion of community intelligence work and analysis.

Through this Strategy we want to ensure everyone has access to the basics for a good life, no matter who they are or where they live, and resources are targeted at the people and places who face the greatest barriers to living good lives knowing that when inequalities are reduced, everyone will benefit. The Strategy has been developed with, and agreed by, all ten councils, the Mayor, the NHS, Transport for Greater Manchester, Greater Manchester Police and Greater Manchester Fire and Rescue Service, with support from the Local Enterprise Partnership, businesses, universities, voluntary, community and social enterprise organisations, and members of the Greater Manchester Equality Panels and GM Equality Alliance. All partners, from across sectors, including our businesses, the public sector and communities have a role to play in the delivery of the Greater Manchester Strategy. It is only through the realisation of our collective efforts that our shared vision will be attained.

**Integrated Action:** It is important that tackling inequality is not done in a silo – and this approach is a fundamental part of what we are seeking to do in Greater Manchester. There is not a separate ‘delivery plan’ to respond to either the recommendations from the Inequalities Commission or the Marmot Build Back Fairer report. Instead, our approach is 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.

**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.

**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. Focus on IIC Recommendations

Set within the context of the integrated and comprehensive approach that Greater Manchester is taking to tackling inequalities detailed above, the following section focuses on action being taken to address the specific recommendations set out in the Independent Inequalities Commission Report.

<b>IIC Recommendation</b>	<b>Progress at a GM Footprint</b>	<b><i>Commissioners’ response to progress report</i></b>
<b>An Essential Pivot</b>		
1. GMCA should agree a new set of <b>wellbeing and equality goals</b> to sit at the heart of a refreshed Greater Manchester Strategy, and then align budgets, portfolios and activities around these goals	The refreshed GMS is the systemwide response to the interlinked challenges of inequalities and climate change. The shared outcomes and commitments have been developed to support whole system responses to drive change across the city-region. The ways of working are embedded in the new strategy, recognising how we do things is as important as what we do.	<i>The inclusion of neighbourhood floor targets in the refreshed GMS is very encouraging; the Commission is pleased to note this new approach to spatial inequalities within the city-region and</i>

	<p>A comprehensive delivery planning approach is now underway to drive activities which will support the attainment of the strategy's outcomes and commitments and builds mechanisms, support, system learning and innovation into all practices, utilising and embedding the ways of working to support the attainment of better outcomes.</p> <p>Responding to inequalities is at the heart of the new strategy and is being checked and challenged as we move into implementation.</p> <p>For the first time the use of neighbourhood floor targets is testing approaches where resources are deployed responsive to drops below given standards. Principles of data disaggregation – digging below averages – and community engagement, co-design and accountability are fundamental to delivering the strategy responsive to community needs.</p> <p>The extensive levels of engagement, support and buy-in to the development and adoption of the new strategy is testament to how far the GM system has come in understanding the issues our people and places face due to evidenced inequalities, and the collective ambition to see those inequalities redressed.</p>	<p><i>would encourage an expansion of such targets in the future. The IIC also notes the effort towards greater disaggregation and attempts to learn from lived experience.</i></p> <p><i>IIC would, however, ask all GM actors to reflect on whether there has been the essential pivot that places wellbeing and inequality at the <b>heart rather than alongside</b> economic goals, capable of producing the thinking that asks what kind of economy and public services are needed to achieve greater equality and wellbeing.</i></p>
2. The Mayor of Greater Manchester should convene a <b>GM Anchor Action Network</b> with a	<p>GMCA has commissioned the Centre for Local Economic Strategies (CLES) to pick up from the work that they had started previously relating to the creation of an <b>Anchor Action Network</b>. This has involved extensive engagement across key stakeholders in Greater Manchester to map out</p>	<p><i>IIC note the imminent GMCA report commissioned from CLES and hope that this will galvanise further action at</i></p>

<p>focus on tackling inequality</p>	<p>existing local or sectoral Anchor Networks, build a shared understanding of an ‘anchor organisation’ and make recommendations for the purpose and form of a Greater Manchester Action Network.</p> <p>The final report is expected in March 2022, but early feedback has shown that any GM Anchor Action Network should not duplicate, but instead work alongside and potentially support other networks and community wealth building activity across GM.</p> <p>Rather than a small network of large, GM footprint ‘anchors’, the CLES research is showing interest in something more action-focussed and enabling, with an aim to support strong local-level networks in each of the Districts, in line with the place-based emphasis of Community Wealth Building – feedback from stakeholder engagement shows anchor practices to be occurring at vastly differing degrees across GM. This might bring together activities already taking place under the Greater Manchester Social Value Network and the Good Employment Charter Supporters’ Network, with learning around the use of estates and other resources to generate wider benefit – a key element which would enable this has been identified as engaging with specialists/practitioner networks in the fields of land, employment and procurement, moving beyond high-level organisational commitments.</p> <p>CLES have also engaged with VCSE representative bodies (e.g., Social Enterprise Action Group), and identified appetite for including the sector</p>	<p><i>pace and scale. Strong, local-level networks are good but there is still a need for action to create an effective network of <b>large GM city-regional anchors</b> – this would have the greatest potential for impact as large anchors are the significant employers and spenders.</i></p> <p><i>IIC urge that this should be a priority, and that there should be a speedy focus on specific actions. From universities and FE colleges to NHS trusts, local authorities and large organisations in the private, public and voluntary sectors, the strategic coordination and effective alignment of large anchors could create significant changes in inequalities in education,</i></p>
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	<p>particularly in the procurement dimension of the Network. The Anchor Network might focus on sharing learning, good practice and promoting the behaviours which are characteristic of an ‘anchor institution’, as well as creating a forum through which anchors across the city-region can collaborate and engage in activities across the Districts. This enabling model is similar to similar network developments in other parts of the country.</p> <p>However, CLES is also exploring the appetite for a shared ‘challenge’ or ambition for anchor institutions across GM in terms of targets for the social value or good employment that they might collectively create.</p> <p>CLES will report their recommendations to GMCA and the Mayor in March 2022.</p>	<p><i>employment and skills and more.</i></p> <p><i>Anchor institutions also exist within the ‘GM family’, e.g., the Growth Company, MIDAS, GMP, GMHSCP, etc. They could all be doing more to support the delivery of GMIIIC recommendations but also for tackling inequalities more broadly – both spatially and by sector/community. In the case of GC and MIDAS, together with universities and big private sector institutions, much more could be done to link people and places to growing sectors, good jobs and more innovation/productivity.</i></p> <p><i>IIC also note that there is much to be learned from successful anchor networks in US cities.</i></p>
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People Power		
<p>3. Create a <b>People's Task Force</b> with a remit to improve participation and democracy at all levels in GM, including how a permanent <b>People's Assembly</b> could contribute to priority setting and working with public authorities in delivering them.</p>	<p>GMCA are continuing to partner with the University of Manchester, building on their thinking and research carried out for the Commission, to explore the impact of existing participation and engagement structures, in districts and pan-GM. The project includes a workshop with political, organisational and community representatives to discuss how political decision-making and resident voice can work closer together to achieve common aims of improved outcomes for local communities. This will include a focus on how inclusive existing structures are for engaging people who are most disadvantaged. Mapping these current structures and suggesting practical ways they can improved, will identify any gaps or need for additional structures, such as a People's Assembly. This work will report to the Portfolio Lead in April 2022.</p>	<p><i>IIC is pleased to note the ongoing collaboration with University of Manchester which will be reported to the Portfolio Lead in April 2022. We hope to see progress towards the specific recommendations.</i></p> <p><i>IIC hopes that the GM Youth Combined Authority and the work with Operation Black Vote are aligned within a strategic focus to help people become participatory citizens.</i></p>
<p>4. Give the <b>Equality Panels</b> more teeth with a stronger mandate and resources to constructively challenge public bodies.</p>	<p>The Chairs of the Equality Panels meet bi-monthly with the Portfolio Leads, enabling success and barriers to be escalated. This includes the new Faith and Belief Advisory Panel and the soon to be established Older Peoples Panel. Panel Chairs have a stronger voice in the Tackling Inequalities Board and have the clear commitment of the Portfolio Lead and Mayor of Greater Manchester. The Equality Panels were engaged in the Greater Manchester Strategy, and the 'culture' of engagement by policymakers continues to</p>	<p><i>IIC recognises the strengthening of the Panels and widening inclusion through GM Poverty Action. The Panels are a unique resource for the city-region.</i></p>

	<p>strengthen. VCSE organisations have been commissioned to support the Equality Panels, and these organisations meet monthly to share good practice, pool resources and undertake an intersectional approach. Further work is required to determine a consistent approach to recompensing panel members and how the Panels work with equalities structures across the districts.</p> <p>GMCA has continued to work with GM Poverty Action, building on their contribution to the Commission, bringing them in to support an increase in policy capacity and build on strategic and policy approaches that are already being delivered at a GM and local authority level. The refresh of the Greater Manchester Strategy provides an opportunity to ensure that our strategic activity, across the Combined Authority, will reduce and prevent poverty, and deepen the understanding of the strategic role the GMCA can play in directly and indirectly addressing poverty. Having a co-ordinated and consistent ownership of poverty agenda at a GMCA level would help strengthen current and emerging workstreams.</p>	
<p>5. Greater Manchester should look at options for establishing an <b>independent Anti-Discrimination body</b> to tackle breaches of the Equalities Act.</p>	<p>An independent consultant is being commissioned to undertake a detailed feasibility and scoping exercise to explore options to tackle breaches of the Equality Act, including an Independent Anti-Discriminatory Body, and to assess 'fit' with other bodies, legal responsibilities and possible scope. The project will involve engagement with equality panels and representatives,</p>	<p><i>IIC notes that progress on this recommendation will be contained in a feasibility report to be presented to the Portfolio Lead in April 2022.</i></p>

	legal and equality organisations, and public services. The feasibility report will be completed and presented to the Portfolio Lead by May 2022.	
6. The GM Lead Member for Ageing and Equalities, supported by the Tackling Inequality Board, should agree a joint commitment with districts and their statutory partners to <b>tackle inequalities faced by minority groups</b> .	<p>A set of Equality Goals have been drafted within the 'ways of working' of the Greater Manchester Strategy, which build on the individual Equality Strategies of the ten districts and other public services. GM Equality Officers meet monthly to share opportunities and challenges and collaborate to achieve the goals. The Disabled Peoples Panel convened a meeting of district Executive Members responsible for Disabled People to initiate discussions on a consistent pan-GM approach in line with the UN Convention of the Rights of Disabled People.</p> <p><b>Appendix 1</b> below provides examples of activity being taken to tackle inequality by:</p> <ul style="list-style-type: none"> <li>• <b>Greater Manchester Health &amp; Care System</b></li> <li>• <b>Transport for Greater Manchester (TFGM)</b></li> <li>• <b>GMCA</b></li> <li>• <b>Police, Fire &amp; Criminal Justice</b></li> <li>• <b>GM Housing Providers Healthy Homes Group</b></li> <li>• <b>Local Authorities</b></li> </ul>	<i>IIC is encouraged that equality goals have been adopted and applaud the multiple examples of good progress across GM and the local authorities.</i>
7. GMCA should publish a <b>Race Equality Strategy</b> , in consultation with the Race Equality Panel, and should encourage other anchor institutions	The refresh of the Greater Manchester Strategy provides the opportunity to examine the priorities, actions, and measures within that Strategy through the lens of people experiencing racial inequality. GMCA Research Team and University of Manchester's Centre on Dynamics of Ethnicity are partnering to deliver intelligence and evidence on racial inequality and discrimination,	<i>IIC are pleased that research is underway to inform a Race Equality Strategy and hope that this will translate to action</i>

to do the same. Individual local authorities should also publish their own strategies	<p>which will be used by policymakers and the panel to inform a GM Race Equality Strategy that builds on local action, shares best practice, and identifies the priority areas where a GM approach will be most effective. The research will be complete by April 2022.</p> <p>Meanwhile, the Race Equality Panel is engaged in a range of GM policy areas, striving to influence and support race equality in mental health, education, employment, and criminal justice. The Chair has written to all public service leaders stressing the need for targeted action to tackle institutional racism, and to public, private and voluntary sector leaders about employment inequality. The Chair has received positive responses to both letters.</p>	<i>and progress at speed and scale.</i>
<b>Good Jobs, Decent Pay</b>		
8. Greater Manchester should set up <b>GM Works</b> to create good jobs, upskill and reskill people to take up these jobs and provide apprenticeships and 6-month Job Guarantees for disadvantaged groups in key sectors.	A GM Works web portal is in development, which will be built in an agile manner with a minimal viable product launched in late Summer 2022 and iterative improvements made following that. The portal will be able to advertise any vacancies and showcase upcoming and growth sectors as well as skills and training opportunities in these sectors. It will be used to showcase job placement schemes (of which there are numerous in GM), in addition to its job search function.	<i>IIC welcomes the development of the GM Works portal and hopes that the ambition of a GM works programme will be made a priority and given political and policy heft. There is potential for a pivotal role here for a GM large anchor network and for connections</i>

		<i>with the Good Employment Charter.</i>
<p>9. The Mayor should set an ambitious target to get every employer across Greater Manchester to <b>pay the living wage</b> 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.</p>	<p>In November 2021, Greater Manchester became the first Living Wage City-Region officially recognised by the Living Wage Foundation, with a launch event at the People's History Museum, where the Living Wage Foundation also announced Bury Council as an accredited Real Living Wage Employer. The real Living Wage campaign in Greater Manchester will initially last until November 2024, with the aim to accredit at least 650 employers, covering 175,000 employees.</p> <p>The campaign broken down into 7 action strands, each with a focus on a particular sector or area of economic activity, with some overlap between the groups. These strands have made their own plans for engaging with their sector/area over the next 3 years.</p> <ul style="list-style-type: none"> <li>○ <b>Anchor Institutions</b> (including housing associations, education bodies, and local authorities)</li> <li>○ <b>Health and Social Care</b></li> <li>○ <b>Campaigns on the real Living Wage</b></li> <li>○ <b>Hospitality and Leisure</b></li> <li>○ <b>Large Private Sector Employers</b></li> <li>○ <b>Small and Medium Enterprises (SMEs)</b></li> <li>○ <b>Voluntary, Community, and Social Enterprise (VCSE) sector</b></li> </ul> <p>From the latest data available, there are <b>422 accredited Living Wage Employers</b> (up from 384 when the campaign launched) and <b>80.9% of jobs</b></p>	<p><i>IIC welcomes the strengthening of the Living Wage campaign but would encourage a scaling up of ambition in terms of both number of employers and employees.</i></p>

	<p><b>in Greater Manchester</b> paid at least the real Living Wage as of December 2021, up from 80% in 2020.</p> <p>The recommendation for every employer in Greater Manchester to pay the living wage and offer living hours by 2030 will be driven forward by both the Living Wage City Region Group and the Good Employment Charter, which includes payment of the real Living Wage under its 7 characteristics.</p>	
<p>10. Universities, FE Colleges and training providers within the Greater Manchester Anchor Action Network (Recommendation 2) should work to <b>bridge the skills divide</b>.</p>	<p>In September 2021, the five higher education institutions of Greater Manchester launched a flagship agreement with the Mayor to work together to drive social and economic change in the city region.</p> <p>Pledges have been made for collective action on six priority areas of education and skills; reducing inequalities; jobs and growth; the digital economy; net zero; and the creative and cultural economy -mapped out in the agreement document</p> <p><a href="#">Greater Manchester Universities Civic University Agreement.pdf (squarespace.com)</a></p> <p>These commitments have been made following consultation with political and civic leaders, as well as polling carried out with residents of Greater Manchester. This polling found that the top priorities for people living in the city region were economic growth and reducing unemployment, improving health and wellbeing, addressing the climate crisis, and increasing job quality.</p>	<p><i>IIC are encouraged by the continuation of progress in this area and the sector wide approach, including the pledges for collective action by the GM Universities Civic University Agreement, and the industry intelligence function.</i></p> <p><i>IIC hopes to see an amplification of future strategic focus on lifelong learning and adult skills opportunities. Skill levels remain low across GM – worse in the most disadvantaged places and communities – and organising</i></p>

	<p>The polling also highlighted that people in the city region recognise the role of universities in meeting these priorities through training professionals to work in public services, creating jobs and opening up access to higher education for young people from across Greater Manchester and beyond. A board has come together to drive this forward, with Cllr Bev Craig joining to represent GMCA.</p> <p>The new Greater Manchester Strategy, agreed in December is focusing on tackling inequalities and contains a new shared commitment that “we will ensure ... people are able to realise their full potential – by provision of high quality learning and wrapping support around individuals – with access to good work for those who can, support for those who could, and care for those who can’t”.</p> <p>GMCA are working with central government in the implementation of its FE reforms linked to the Skills for Jobs White Paper, emphasising the importance of ‘place’ and the need for policy flexibilities that can take account of disparities within a place and enable responsiveness on the ground. Where we have those flexibilities already – e.g. in devolved adult skills and employment support, and in locally designed programmes such as ESF Skills for Growth – we are aligning them to support the creation of good jobs and a skills pipeline to match, working with FE and training providers to tailor the skills offer in each locality to the labour market opportunities there.</p>	<p><i>more co-ordinated effort amongst educational institutions remains a pressing issue – better co-ordination and ambition across schools, colleges and universities is still needed.</i></p>
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	<p>We are also working with government, industry and employer representative organisations to emphasise that skills and training are only part of the answer and that more must be done on the ‘demand’ side: encouraging employers to review their business processes, employment/pay practices, and reverse the decline in investment training and development.</p> <p>We have established an industry intelligence function, working with employers and FE/training providers to generate a view of key skills and work challenges/opportunities, beginning with GM’s key frontier and foundation sectors. To date, reports and action plans have been completed in Digital &amp; Tech, Manufacturing, Low Carbon Buildings (Retrofit), FinTech, Construction, Health &amp; Social Care, Life Sciences, and Hospitality. Further work is underway for Rail, Finance and Professional Services, Public Sector, Logistics, and the Green Economy. In parallel, work is underway to explore a number of growth locations across GM which have potential to attract investment that will create jobs and opportunities for local residents.</p> <p>Informed by that evidence base and by the industry-specific action plans that are emerging, we are working with employers, FE, training providers and VCSE organisations, as well as with JCP and other employment support providers, to commission skills and employment support that provides lines of sight, wraparound support and progression pathways into and within those sectors. Those pathways start with initial outreach and essential skills for life and work for people with no/low qualifications (e.g. through AEB,</p>	
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	<p>including community-based provision), intermediate and advanced training for those who need to retrain or up-skill (AEB; sector-based work academies with JCP; skills bootcamps), through to higher level sector-specific training (GM ESF Skills for Growth) to support the in-work progression that not only helps to improve pay and quality of life, but which opens up entry level opportunities elsewhere for young people and labour market entrants.</p> <p>We are continuing to build on our successes at supporting adults to upskill in sectors and roles where we have identified local need, pre-empting aspects of the locally-driven, evidence-led approach set out in the recent Levelling Up white paper. For example, through our programmes we have</p> <ul style="list-style-type: none"> <li>• Supported 1,350 low-income self-employed residents and gig economy workers through the £8m Enterprising You pilot.</li> <li>• Funded almost a quarter of a million adult skills courses for 100,000 residents during the first two years of the devolved Adult Education Budget (c.£96 million/pa). We have introduced flexibilities to respond to changing needs during the pandemic and to fill gaps in national support (e.g. supplementing the new L3 entitlement with a GM qualifications list including retrofit), and provided targeted funding including a £1.5m Local Authority grants programme to tackle digital exclusion and barriers to accessing AEB and ESOL courses</li> <li>• Upskilling 1,200 GM workers via the £5 million Digital skills bootcamp pilots, working with DCMS, DfE and Lancashire LEP. Our success has resulted in further funding from government to test the model to train 200-250 unemployed residents/career switchers for work in the Retrofit sector, as well as funding for further waves of bootcamps in Digital and other technical skills areas.</li> <li>• Through GM's ESF Skills for Growth programme, there are now live training programmes delivering higher technical skills provision in six of GM's priority sectors/occupational areas: digital (x2), Health &amp; Social</li> </ul>	
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	<p>Care, Construction, Retrofit, and Manufacturing, as well as an ongoing package of support for SMEs. Further commissioning across additional priority sectors will take place over the coming months. The programme will support up-skilling and progression for 25,000 residents, and support for 3,000 SMEs from 2021-23.</p> <ul style="list-style-type: none"> <li>The GM Institute of Technology (led by the University of Salford) has been approved by government, a partnership between FE, HE and industry, to provide pathways into higher technical skills and occupations in priority sectors (delivery to commence in Sept 2023).</li> </ul>	
<b>Building Wealth</b>		
<p>11. GMCA should create a <b>Community Wealth Hub</b> to support and grow employee-owned, co-operative, mutual, social and community enterprises, staffed by people from the co-operative and community sector who understand the market, connecting and scaling existing efforts to grow and 'market make' the social economy from across the ten boroughs.</p>	<p>As with the proposed GM Anchor Action Network, it is clear from our research and engagement so far that a GM <b>Community Wealth Hub</b> should be developed and co-designed to complement and link into the vast array of community wealth building activities already taking place across GM.</p> <p>GMCA has been mapping these activities, with the support of colleagues from across the 10 local authorities. For example, the Oldham Economic Review Board is building Community Wealth Building into their evidence and recommendations; Rochdale Council is beginning to focus on its strategic approach to supporting community wealth, an inclusive local economy and social value; Salford Council launched the Salford Way focus on tackling poverty and creating an inclusive economy in the spring of 2021; Tameside launched its Inclusive Growth Strategy in March 2021 following extensive engagement with residents and partner organisations; and Wigan has</p>	<p><i>Although IIC would have wished to see a full year of progress on this recommendation, we note the March 2022 launch of the call to action. This is a positive step; we urge GM to look to the Sheffield ownership hub for learning and good practice to jumpstart progress at scale and speed.</i></p> <p><i>Growing inclusive democratic ownership within the GM economy has significant</i></p>

	<p>published a Community Wealth Building strategy. These are specific examples of strategic approaches, but feedback from local authorities shows there is some ‘community wealth building activity’ (even if it is not called that) happening in all 10 districts of GM.</p> <p>Early work has shown there is a valuable but disparate network of different organisations and groups offering different forms of support to those in GM starting or running a generative business<sup>1</sup>, or to convert existing privately run businesses to an alternative ‘social’ model. There is also mainstream business support that is not always recognised as being relevant to social enterprises or other forms of generative business. A pattern of parallel silos of support based on specific (and often fiercely protected) governance models has evolved which serves to both confuse and deter potential business owners.</p> <p>For any business leader, it is far easier (and probably cheaper) to register a new limited company than it is to establish a co-op or a social enterprise or a charity. But these business types may much better suit the planned business, whilst generating the ‘social impact’ and wider benefit for Greater Manchester. There may be a need for ‘off the shelf’ social enterprise model(s) to help people who want to set one up but don’t know how to do it.</p>	<p><i>potential for equitable economic growth within the city-region, helping to reduce inequalities, therefore acting at pace and scale, overcoming barriers as quickly as possible, and moving onto practicalities should be the immediate focus as the work moves forward.</i></p>
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<sup>1</sup> An organization that is consistently creating opportunities for itself, its members, its stakeholders and its community. A generative business is one that creates and even invents opportunities for others while it creates value for itself [Harvard Business School](#)

	<p>This difficult-to-navigate environment could also prevent people from accessing available resources, as they do not know what support is on offer or what support might be needed. As recommended by the Independent Inequalities Commission, a great deal of benefit might be driven by bringing the existing support (and any new forms emerging) together behind a single front door.</p> <p>Furthermore, specialist social enterprise support has not received much investment in recent years, and it is unlikely that there will be major new sources of funding to sustain a sizeable, stand-alone 'Hub'. It is clear there is a need to connect and/or adjust what already exists, improve referral pathways, and mutual support networks.</p> <p>GMCA and its partners, with the support of the GM Social Enterprise Action Group, have developed a roadmap for the co-creation of the GM Community Wealth Hub. This would involve a three-stage process as follows:</p> <p><b>Stage 1 – Agreeing the scope (January – March 2022)</b></p> <ul style="list-style-type: none"> <li>• Research and stakeholder mapping and identify key stakeholders for involvement in co-design</li> <li>• Develop a working definition of 'Community Wealth Building' – What are the main aspects of community wealth building? What community wealth building activity is already taking place across GM? What are the opportunities and barriers for community wealth building at this time?</li> <li>• Hold initial co-design workshop, hosted by an independent facilitator and bring findings together into summary report</li> </ul>	
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	<p><b>Stage 2 – Co-design of the Hub (April – August 2022)</b></p> <ul style="list-style-type: none"> <li>• Further co-design workshops - Planning a customer journey, routes for accessing support, encouraging collaboration, configuring the back-end support network</li> <li>• Draft an operating model proposition</li> </ul> <p><b>Stage 3 – Testing the proposition (September – November 2022)</b></p> <ul style="list-style-type: none"> <li>• Stakeholder engagement</li> <li>• Appraisal of proposition based in an assessment of projected outcomes, contribution towards building community wealth, level of support, feasibility of delivery, risk and wider impact.</li> <li>• Identify resources and funding sources</li> </ul> <p>This process will involve the following key stakeholders:</p> <ul style="list-style-type: none"> <li>• Business Support ‘Ecosystem’ for Social Economy in GM</li> <li>• Potential ‘market’ of generative businesses – social enterprises, co-ops, trading charities, mutuals, community businesses (for profit but social purpose) and employee-owned private businesses....</li> <li>• Wider stakeholders with an interest in building ‘Community Wealth’ – local authorities, health, wider VCSEs, business</li> </ul> <p>The aim of this road map is to produce a fundable business proposition for the GM ‘Community Wealth Hub’, for which there is wide support amongst relevant stakeholders. Implementation is planned for late 2022.</p>	
12. Greater Manchester should set up a <b>Community Wealth</b>	Working with colleagues from GM Social Investment (part of GMCVO), and the Social Enterprise Action Group, the Combined Authority has commenced a mapping exercise of the potential market for a <b>Community</b>	<i>IIC encourages GM to move beyond feasibility work to action and to embrace creative</i>

<p><b>Investment Platform</b> to tap into local savings, unlock community investment and build up assets to share wealth with everyone in the city-region.</p>	<p><b>Investment Platform</b> to tap into local savings, unlock community investment and build-up assets to share wealth with everyone in Greater Manchester. This mapping has included an overview of ‘social investment’ options for building community wealth.</p> <p>Although at early stages, it is envisioned that any Community Investment Platform could be linked with and managed through the proposed Community Wealth Hub.</p> <p>However, as with the Community Wealth Hub, it will be important that any Investment Platform does not duplicate or draw money away from other wealth sharing mechanisms, including (but not exclusively) the planned ‘GM Community Endowment Fund’ – led by Forever Manchester and building from an existing endowment of around £7m built from public funds by Forever Manchester over the last 20 years; the lending by Community Credit Unions into micro, community businesses, using the investments made by their saver members; the Angel Fish community owned evergreen fund which is starting to invest in GMs community businesses; individual Community Share issues; ‘Local’ Funds (such as those in Stockport, Salford and Tameside’) which encourage local giving towards local economic activity; and various existing crowdfunding platforms.</p> <p>It is likely that the initial focus will be on mapping and signposting, as well as raising awareness of these funds or campaigns. A detailed feasibility study will be required to identify the need and benefits from the creation of an</p>	<p><i>thinking to unleash philanthropic capital, social investment, a regional wealth fund, developer contributions or other innovations.</i></p> <p><i>A Community Wealth Investment Platform need not be viewed as something that draws away from other sources but as a way of augmenting and scaling up investments.</i></p>
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	additional 'platform' to redistribute wealth, or whether what might be required is a platform which provides information about options and a brokerage service to allow potential investors to make informed decisions.	
13. GMCA should set up a <b>Land Commission</b> to look more closely at the ownership and control of land in Greater Manchester, its impacts on inequality, and potential solutions.	<p>Work is in progress to develop a GMLC to provide a strategic link between Greater Manchester and HMG Departments / Non-Departmental Public Bodies to facilitate better use of public sector estate to help meet national and local policy objectives.</p> <p>A report on the GMLC is to be submitted to the Combined Authority meeting in May 2022. The Land Commission will need to develop its agenda based on the collaboration with partners.</p>	<i>IIC notes the work underway with public sector partners and public estate. We would hope to see future progress going beyond public land, addressing the wider questions of: private land ownership; the role of investment and developer stakeholders in wealth extraction; community access and use; public and community stewardship of land</i>
<b>Services for a Good Life</b>		
14. Greater Manchester should build up an offer of <b>universal basic services</b> for all its residents and lobby central government	A number of mission-orientated action networks have now been formed across the city-region. These include the Food Security Action Network, Digital Inclusion Action Network, Real Living Wage Action Network and the Homelessness Action Network. The 'Live Well' work will also build on the	<i>IIC is encouraged to see action in relevant areas and early discussions about how actions might join up. We encourage</i>

<p>to invest in making this a reality.</p>	<p>existing social prescribing services in GM to create a minimum well-being offer across the city-region. Viewed alongside other initiatives, such as the Good Employment Charter, the Young Person's Guarantee and Bus Reform aspirations, there are emerging foundations for a framework that provides the conditions for a shift towards universal basic services. Discussions have been held with the New Economic Foundation and the Social Guarantee to begin to explore how this array of policy initiatives could join up into such a cohesive framework across the city-region. It should be noted however that many of the levers for Universal Basic Services remain outside the reach of GM. Lobbying of central government continues for longer term funding settlements to progress in this space and for greater powers and autonomy to provide these, as illustrated in the last CSR submission.</p>	<p><i>further positive action, including work on what universal basic services would look like in GM, which areas can be actioned locally and which need concerted lobbying of central government, perhaps in alliance with other combined authorities and local authorities. IIC also urges attention to universal services which are not experienced or accessed as such by citizens and communities.</i></p>
<p>15. Greater Manchester should launch a new <b>Education Challenge</b>, building back from the pandemic to provide better and fairer opportunities for all of its children and young people.</p>	<p>The detail of this section of the IIC report included recommendations aimed at increasing cross-system collaboration, improving data and intelligence, targeting expert support where needed in schools, getting schools to take more responsibility for fair admissions and inclusion of vulnerable pupils, targeting support for post-16 transitions for those most at risk, and increasing access to extracurricular activities with a focus on more creative use of financial and physical resources across the whole system.</p>	<p><i>In the absence of a new Education Challenge to address systemic inequalities in children and young people's lives, IIC notes the ongoing development of a Children and Young People's Strategy and how the 'supporting good</i></p>

	<p>Our ongoing and developing work is developing the strategic and partnership infrastructure to increase collaboration to deliver our aligned ambitions:</p> <p><b><u>New Children and Young People's Strategy</u></b></p> <p>This is the developing vehicle for strategic alignment of work across the whole system to support young people in GM, with a particular focus on supporting the most vulnerable and disadvantaged young people. The work is being shaped to maximise the benefits of collaboration across GM, and on developing a model which is nimble and able to respond to a developing national and local policy landscape. The principles underpinning all the work include tackling inequalities, incorporation of children and young people's voice where possible, and to add value across GM. Two strands of the work are key to delivering on the ambitions set out in the Commission's report:</p> <p><b><i>Supporting Good Learners</i></b></p> <p>This is focusing on galvanising cross-system collaboration to tackle specific shared priority areas, for example attendance, speech and language, Covid-19 recovery, mental health and wellbeing, obesity and struggling families. The work is being underpinned by data sharing and exploring how this can be better aligned, as well as utilising the new rich resource of #BeeWell survey data. This theme is also exploring with DfE how we can maximise the legacy and learning from the Oldham Opportunity Area across the whole of GM (keeping the new levelling up white paper in mind) and further</p>	<p><i>learners' strand is focusing on shared priority areas such as Covid-19 recovery, mental health, attendance, speech and language. The Pathways to Success work exemplifies cross-system collaboration and IIC notes improvements in data sharing.</i></p> <p><i>IIC encourages GM to coproduce goals for wellbeing with children, young people and communities, and to more explicitly focus on inequalities by: taking collective responsibility for the inclusion of the most vulnerable learners; focusing on the least advantaged schools; establishing a team of expert advisors.</i></p>
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	<p>establishing Pathways to Success as a model for sharing learning between teachers across GM on identified issues. A proposal for a SEND-focused Pathways project is currently being co-developed between the Education and Employability Board and the SEND Board.</p> <p><b><i>Enriching Lives</i></b></p> <p>This theme is focused on supporting all children and young people (CYP) in Greater Manchester to access, enjoy and feel the benefit of the cultural, leisure, sport and economic opportunities available to them. Partners across the system are actively exploring how to help CYP be aware of and take advantage of opportunities, whether this is in their school, home or community. The Young Persons Guarantee told us that, often, young people simply don't know what is out there for them. The theme is also exploring how we can better work with CYP to design and create the opportunities that they think will contribute to an "enriched life" for them and their peers, building on engagement work already going on across GM. As with Good Learners, intelligence is key – including insights from #BeeWell.</p> <p>This includes work to ensure that young people are supported in their career planning and transitions. We have recently commissioned £10million of ESF support targeting NEET young people and are working across GM on better joining up data sources where possible.</p> <p>In terms of ensuring that career guidance is given to those who need it the most, Bridge GM continue to support schools on the achievement of Gatsby</p>	<p><i>IIC notes the good work on improving career support generally and the new £10m ESF investment in NEET young people.</i></p> <p><i>IIC also praises the Enriching Lives strand of the developing Children and Young People's strategy but notes the intransigent barriers to many children and young people taking advantage of these opportunities, especially in the cost-of-living crisis.</i></p> <p><i>IIC encourages GM to prioritise setting up a Children and Young People's fund to bring the Strategy alive and to establish a network to support schools and develop collaborative approaches to local opportunities.</i></p>
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	Benchmark 3. In addition to this, GMCA have partnered with the Careers and Enterprise Company, Ashoka and Bright Futures to develop and deliver professional development programmes focused on improving the quality of careers programmes in schools, focusing on Specialist Leaders in Career Education and education leaders.	
16. GMCA should scale up its delivery of affordable housing through <b>public-owned and social sector housebuilding.</b>	The GMCA approved in December a commitment to a 'whole system challenge' approach to the delivery of 30,000 net zero carbon social rented homes across GM by 2038. These will form part of the broader commitment to the delivery of 50,000 additional affordable homes by 2038 set out in Places for Everyone. The paper acknowledged the challenging nature of this commitment, and the need to secure real and sustained support from Government to achieve success.	<i>IIC acknowledges the financial challenges of GM's commitment to delivering affordable housing and the need for an amplification of Government support.</i>
17. Amplify the <b>Greater Manchester Model of integrated public services in 10 pathfinder deprived communities, alongside piloting an income guarantee</b> in one or more.	A proposal developed through the Tackling Inequalities Board has put forward recommendations to identify a pathfinder neighbourhood in each locality to form a GM network of 'live learning labs' aimed at accelerating the GM Model of integrated systems of support. The neighbourhood pathfinder network would also provide deep insight into aspects of demographic, socioeconomic and/or geographic inequalities at the hyper-local level as well as identifying learning to maximise opportunities presented through ICS development. The proposal would see GM's new social innovation network, 'Good Lives GM', supporting this work and there is also an opportunity to use the recent 'BeeWell' young people's wellbeing survey data to	<i>IIC is encouraged by the enthusiasm for moving further and faster in 10 pathfinder neighbourhoods and looks forward to future actions.</i>  <i>IIC notes that there are no current plans to develop a place based basic income pilot and encourages GM to track</i>

	understand impact going forward. The proposal is being further developed through engagement with the GM population health board with a view to moving towards the next phase of implementation. With regards to piloting an income guarantee, there are no plans developed to deliver this at present given the financial implications for GM. However, the Mayor has been supporting UBI LAB Manchester and will continue to advocate for exploring universal basic income further.	<i>targeted basic incomes being tested elsewhere (e.g., the Welsh Government's basic income pilot for care-leavers) to harness learning and innovation.</i>
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## 5. Appendix 1 - Wider Activity

### Health and Care System response to IIC

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.

A series of ambitious commitments for the Health and Care system were endorsed by the Population Health Programme Board in Autumn 2021 which form part of the whole system response to tackling inequalities in Greater Manchester (see table 1).

Table 1: **ICS Tackling Inequalities Commitments**

<b>Future Generations</b>	<b>1: To continue health and care system co-investment in a whole system approach to ensuring every child in GM has the best start in life</b>
	<b>2: To strengthen the role of the health and care system as a provider of training, development, and apprenticeship opportunities for young people in GM.</b>

<b>Resources</b>	<b>3+4:</b> To ensure that GM-level <b>investment in Population Health and Prevention is maintained</b> at historic levels and to <b>assess the options available to double the health and care prevention budget over the next 5 years and to establish a system-wide prevention investment target</b> and incremental increases in investment towards the target of the next 5 years.
<b>Standards</b>	<b>5:</b> To continue <b>health and care system co-investment in activity to improve the wider, social, and commercial determinants of physical and mental health</b> , alongside ongoing health and care system engagement in policy and strategy development to shape GM as a place that is conducive to good health.
	<b>6:</b> To ensure that <b>all new system strategies and policies are assessed for their impact on health, inequalities and future generations</b> and are subject to an Equality Impact Assessment
<b>Institutions</b>	<b>7:</b> To <b>maximise the role that all health and care institutions in GM play within their communities</b>
	<b>8:</b> To ensure that <b>social value is a core requirement of all GM health and care procurement.</b>
<b>Intelligence</b>	<b>9:</b> To use the <b>Marmot Beacon Indicators as a mechanism for holding the GM health and care system to account</b> in relation to tackling inequalities and improving health outcomes.
<b>People Power</b>	<b>10:</b> To ensure that the <b>emergent ICS model of care and the future GM health and care strategy are developed in partnership with local citizens and communities</b> and have a strong emphasis on person and community centred approaches to improving health and tackling inequalities.
Establishing a Population Health system in GM has been identified as a key differentiating feature of the GMICS and this presents significant and wide-ranging opportunities including:	

- The devolution journey to date, unique partnership architecture, and shared boundaries with a Mayoral Combined Authority provide an opportunity to work with partners to deliver scaled interventions across the wider, social, and commercial determinants of health and inequalities.
- This includes amplifying and accelerating work that is already ongoing with key partners, through the lens of the GM Public Service Model and the GMCA-led neighbourhood pathfinders, and to fully integrate health and care with wider public services at the neighbourhood level, providing greater access to early help and prevention. This will enable a whole system rebalancing towards a socio-medical model in the context of integrated public services and the emergent GM 'Live Well' ambitions.

The ICS Transition Board and GM Association of Directors of Public Health have endorsed 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.

The EDI, Population Health and Clinical Care Professional Leadership (CCPL) ICB functions are working collaboratively with the ICS transition board to provide leadership on health equity, equality, diversity and inclusion in order to:

- oversee the drafting of an ICS Build Back Fairer framework and action plan.
- ensure the ICS is **designed and established** to advance Health Equity, Equality, Diversity and Inclusion for patients, communities and staff across GM by creating healthier places, tackling inequalities in access, experience and outcomes of care.
- Update the ICS **Equality Impact Analysis template to consider health equity and planetary impacts**, and subsequent mitigating actions
- develop a sustainable investment strategy for rebalancing system spending towards prevention and population health

A selection of ICS programmes and investments in 2021/22 that contribute towards the BBF commitments are summarised below.

These are not an exhaustive list but represent examples of the programmes delivered or co-ordinated at ICS level to tackle inequalities.

### **Co-Investment in Best Start**

Greater Manchester is a pathfinder site for an NHSE national integration pilot (one of 5 nationally) with investment of £300k for 3 years from 2021/22. This *proof of concept* test site in Salford will integrate systems vertically and horizontally to prevent obesity in reception

age children by aligning welfare, mental and physical health support alongside interventions in nursery settings and neighbourhoods which will change the availability, accessibility and affordability of nutritious food.

### **Co-Investment in Wider Determinants and Prevention**

Building on initial population health plan investments in wider determinants of health, ICS development provides opportunities for scaled intervention and strategic co-investments to address the wider, social and commercial determinants of health. Taking Charge plan investment during 21/22 continues to support a wide range of such work aimed at prevention, early intervention, and tackling inequalities, including:

- 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.
- Co-design of the Mayoral Food security Action network – PH investment to facilitate co-design of improved support for families to access healthy food, and tailored support for people who are digitally excluded to access the digital healthy start programme which will launch in April 2022.
- Continued co-investment investment in the [Working Well Early Help](#) (WWEH) service providing tailored employment support to help residents return to and stay in work. A focus on people who are newly unemployed was increased during the pandemic, in response to concerns around rising levels of unemployment in both younger and older people.
- Integrated health and housing Proof of Concept pilot to test out an integrated approach to supporting vulnerable adults that live in cold homes and have undiagnosed hypertension. This model will utilise customer touch points (telephone, text, email and in-person) to signpost access to health screening and evaluate impact. The programme will align with social prescribing to provide targeted support for behaviour change.
- Development of GM Standards for identification, support and referral of victims of domestic violence in health and care settings and development of a workforce development programme that takes a trauma responsive care approach to Gender Based Violence and is co-designed with diverse communities.
- GMHSCP, GMCA and MOJ co-investment in the GM Womens Support Alliance to support improved access to health checks and cancer screening for vulnerable and marginalised women
- Co-design of the GM Cancer Inequalities strategy with a strong emphasis on prevention and patient and public engagement to reduce inequalities

- Community insights and intelligence captured through the Safely Managing Covid-19: Greater Manchester Population Survey and local place based partnerships has been used to support our understanding of inequalities and to co-design COVID-19 vaccination programmes with diverse communities
- Additional national NHS investment to end new cases of HIV, with a specific focus on reaching those not currently diagnosed and/or in treatment and to extend GM-wide Making Smoking History tobacco dependency treatment offers in acute and maternity to staff across Manchester

### **People Power**

GMHSCP is collaborating with Locality and Primary care Network (PCN) partners to support 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.

Matched national and regional CORE20PLUS5 funding is being used to develop a community connector model that builds on existing relationships between local voluntary and community sector partners and target Primary Care Networks in order to:

- Support co-design of local health and care pathways (aligned to the CORE20PLUS5 clinical priorities)
- Review and adapt local delivery plans for community engagement, cancer screening and primary care to improve access to care for communities that experience poor health and inequalities in access to care
- Support communities of practice to share learning across PCN about barriers and facilitators to change (building on existing partnership networks)

This programme will utilise the breadth and reach of GM's VCSE sector, in particular smaller community groups working in the most deprived neighbourhoods, to help build an understanding and, importantly, practical guidance and tools for statutory bodies, including PCNs across GM and beyond. The work has a dual focus of a) facilitating the activity to generate learning, and b) the work needed to ensure that learning is implemented and brings about real change.

To enable VCSE partners to work together to share insight and resource the VCSE grant funding will be allocated by a collaborative Expression of Interest approach, co-ordinated by a GM VCSE organisation in partnership with Locality place-based partnership boards. This will be used to build a business case for PCN, Locality and GM investment in the model in 22/23 and beyond.

## **Social Value**

GMHSCP is an active member of the GM Implementing Social Value Group that operates as a learning and action network. There are examples of good practice within GM Trusts including the Northern Care Alliance and WorkSTART: This helps building employment opportunities that target pockets of the community who will benefit from help to access work. Initiatives include work experience, pre-employment programmes, cadets and apprentice opportunities.

The region also compares well to the government targets of 33% of spend with SMEs by 2022. Trust spend incurred via NHS Supply Chain is reportedly at 34% with SMEs. A sample of local spend (spend within the GM boundary) shows that 37% is with “local” suppliers. (Local defined as invoice postcode within the region). However, there are large variances when viewed at a trust level, some of which will be influenced by location, i.e. if at the edge of the GM Boundary.

Work is ongoing to develop ICS Social Value Priorities and Targets as part of the NHS Green Plan which outlines the dedicated resource and leadership required to progress this agenda within the ICS.

## **Strategic Intelligence**

Greater Manchester has developed an Analytics and Data Science Platform (ADSP) that has the capacity to host a longitudinal patient-level linked dataset for health and care. By combining this capability with wider data from across the system, such as from Citizen's Advice, GM has the opportunity to explore the health and care needs of GM Citizens and patients and the extent to which current services meeting these needs

To realise the vision for a truly integrated intelligence capability, matched national and regional funds have been committed to provide specialist data engineering and management capacity. This will build ICS capacity and capability for integrated intelligence and enable analysis of linked primary care, elective care, urgent care and cancer databases. This intelligence will provide insight into geographical areas (targeted wards within a PCN) and demographic groups with low uptake of screening and health and care services.

This cross-sectoral intelligence will inform priorities for ICS elective recovery and PCN inequality programmes in 2022/23 and beyond to reduce variation in access to care for those living in the 20% most deprived communities that experience inequalities due to other socio-demographic factors such as disability, gender, ethnicity, with a focus on the 5 national clinical priorities:

- Hypertension case finding
- Early cancer diagnosis
- Respiratory.
- Continuity of carer in maternity pathways
- Health checks for people with Serious Mental Illness

Establishing intelligence systems that enable cross- sectoral data analysis and explicitly support decision making remains a priority. Data accumulation and availability is on an exponential rise and with it the potential to develop actionable intelligence. However, with so much data becoming available it is becoming harder to identify the important signals amongst all the noise. The Marmot Beacon Indicator (MBI) Expert Assessment Group and MBI Data Development Group, supported by the technology, will be a key resource to enable this focussed understanding of whether we are doing the right things as well as whether we are doing them right.

### **Apprenticeship Opportunities**

The wider GM Retention plan which supports the NHS People plan and the GM People Plan (GM workforce strategy) is setting out its intention to ensure that all groups and individuals are included and offered opportunity throughout all sectors of Health and Care across Greater Manchester which will encompass development, health and wellbeing, employment and innovative workforce planning.

NHS organisations are diversifying the ways in which apprentices and volunteers and local residents are engaged, employed and supported as part of meeting their commitments as Anchor institutions. Work will be underway during 2022 to develop these ICS programmes further.

However, work continues in a number of areas including a programme between St Johns Ambulance and Health and Care providers that supports volunteering for people aged 14-18, with priority for people from deprived backgrounds often excluded from or not able to access volunteering opportunities.

## **Equality Impact Assessment**

In recognition of the need to build health equity and sustainability into the ICS decision processes alongside equality, diversity and inclusion, the PH team is working in collaboration with the EDI team to update the ICS EIA and build capability.

## **Transport for Greater Manchester (TfGM)**

Transport for Greater Manchester leads the Greater Manchester plan for a fully integrated transport network. Its work includes the following:

Delivery of the Bee Network – the vision for an inclusive and integrated London-style transport network for Greater Manchester – continues. Through autumn 2021, TfGM developed and delivered the Destination: Bee Network Public Conversation engagement exercise. The Conversation included an online survey, Bee Network branded bus tour across Greater Manchester and a series of targeted engagement sessions. Through the activity, thousands of people across Greater Manchester took the opportunity to share their thoughts and opinions around the Bee Network vision, and the ambition for a network developed for Greater Manchester by Greater Manchester.

Additionally, we continue to work with GM Equality Panels, key partners including Local Authorities, GMCA, GM Moving and the GM VCSE Accord, and through networks of representative groups and those with lived experience to build on the feedback shared through the Destination: Bee Network Conversation. Insight gathered through partner activity, targeted engagement and analysis of responses to the survey will be used to help inform the further development of an integrated, inclusive transport network for Greater Manchester and in support of tackling inequalities. This includes work with GMCA in support of the Children and Young People's Plan refresh.

The outcome of the TfGM commissioned independent equalities audit has been delivered with a set of initial findings. TfGM are in the process of reviewing the recommendations in conjunction with development of a refreshed set of equalities objectives for the organisation as an employer, anchor institution and service provider, informed by the findings of the audit.

As an employer, TfGM are aiming to collect more data to provide a better picture of workforce diversity. Currently completion rates are around 40% and more work is underway to increase this, by raising awareness and providing support, and guidance on the importance of completing this information.

Linked to TfGM's role as an anchor institution, in October 2021 the GM Transport Committee endorsed and adopted the six recommendations made by the Centre for Local Economic Strategies (CLES) in their 2021 review which aim to shift social value from being an activity to being part of the culture at TfGM by ensuring social value is considered consistently in decision-making.

Linking in with the Greater Manchester Transport Strategy 2040 with inclusivity and challenging intersecting inequalities as a key principle, opportunities to improve physical accessibility, affordability, and availability are being progressed, supporting transport as an enabler for people to access key services. This includes:

- Ongoing work to make concessionary travel available to people who need it, including free bus travel for GM Care Leavers, revising the concessionary fare application process to support people with autism spectrum disorder, and support for discounted travel to/from school for Afghan refugee children.
- Travel Safety Officers have worked with Greater Manchester Police to combat Anti-Social Behaviour.
- Continuation of consultation and co-design with the Disability Design Reference Group (DDRG) on the physical design of infrastructure.

### **Greater Manchester Combined Authority**

The Greater Manchester Strategy guides the work of the Combined Authority, putting responding to the interconnected challenges of climate change and inequality at its heart, providing the lenses through which Greater Manchester activity should be framed and challenging where policy or delivery is contrary to climate and equalities ambitions.

Equality, diversity and inclusion is key in GMCA's role as an employer – we have an Equality, Diversity and Inclusion Strategy and phase one Action Plan which initially focused towards the GMFRS side of the organisation but is planned to roll this out across the whole GMCA in 2022. Our two EDI Working Groups both within GMFRS and GMCA as part of the governance structure – assists the

organisation to meet its statutory and ethical obligations under the Equality Act 2010. In addition, we have four staff networks which act as a voice for the workforce in relation to EDI matters and we use these to engage on workforce issues and policies. To further support efforts to increase the diversity of the workforce GMCA has commissioned an external EDI audit of its recruitment practices. Other areas of focus include gender and ethnicity pay gap reporting, employee engagement surveys, equality monitoring data, and equality training for staff and managers.

## **Police, Fire & Criminal Justice**

**The Standing Together plan** sets the priorities and commitments for policing, crime, community safety and criminal justice for the next 3 years and the changes that will be overseen by the Mayor and Deputy Mayor. Tackling inequalities and injustice in all its forms and working with victims, communities, and partnerships are the two themes for action that underpin the plan. The plan will be published later this month.

**Ensuring that no local authority area falls behind from experiencing rising levels of crime and falling feelings of safety** – is a key commitment in the Standing Together plan that will be addressed through strengthening neighbourhood policing and integrated working with partners. This includes allocating more resources to neighbourhoods that are disproportionately impacted by crime, targeting need, and ensure a levelling up of how safe people feel.

The **Gender Based Violence** Strategy was published on 24<sup>th</sup> September. This follows an extensive engagement and consultation period with groups and the public. GM is one of the first places to launch a GBV Strategy that will: -

- Enhance the safety of women and girls
- Prevent gender-based violence
- Challenge the attitudes and inequalities that promote it
- Enable those perpetrators who want to change to do so.

The #Isthisok? video aimed at boys and men has received over 4 million views so far

<https://www.greatermanchester-ca.gov.uk/what-we-do/police-and-fire/gender-based-violence-strategy/gender-based-violence-strategy/>

**Greater Manchester police has made good progress in ensuring its workforce is representative of the communities that they serve.** This is important as GMP continue to recruit new officers under the police uplift programme. 46% of new recruits are female and 17.5% are from diverse ethnic backgrounds However, GMP recognise that more needs to be done to recruit more black officers and to ensure that the force is representative of communities at supervisory and management level.

**Greater Manchester Fire and Rescue Service** is also striving to address inequalities through their new Fire Plan 2021-25. Their priority of driving excellence, equality and inclusivity details plans for a new attraction strategy to attract a more diverse workforce and using the Stonewall Equality Index to measure progress against equality and diversity. <https://www.greatermanchester-ca.gov.uk/what-we-do/police-and-fire/fire-plan/>

The **GMP Achieving Race Equality Report** published in July 2021 examines the use of police powers across communities and how GMP intend to improve their approach towards the use of power. Transparency is vital in delivering trust to communities and work is being undertaken to ensure there are effective mechanisms to review force policy and Body Worn Video – such as through Independent Advisory Groups and Independent Community Scrutiny Panels. The Equality Diversity and Inclusion Board (to be chaired by Chief Constable) is welcome and should see that effective governance is in place to drive forward plans to manage performance and improve culture. <https://www.gmp.police.uk/SysSiteAssets/media/downloads/greater-manchester/about-us/achieving-race-equality-report/gmp-2021-achieving-race-equality-report.pdf>

GMP and GMFRS as well as partners from probation and prisons are engaging with the **GM Race Equality Panel** to address issues of race equality and a policing and criminal justice subgroup has been developed to focus specifically on these issues.

**The GM Housing Providers Healthy Homes Group**

The **GM Healthy Homes Group** have developed a series of commitments that respond to the IIC recommendations (and Build Back Fairer) that set out how they can effectively support the GM response to reducing inequalities. These were shaped at a workshop in 2021 and signed off by GMHP CEOs. The Health Creation working group, a sub group of the Healthy Homes Group, will oversee delivery of these commitments through GMHP CEOs alongside its wider role to shape and deliver activity in relation to the housing sector role in the creation of a Greater Manchester population health system.

## **Greater Manchester Local Authorities**

### **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-19 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. 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. There are 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

To drive this, substantial work has taken place in developing a State of the Borough report which will be published in spring 2022 which will be overseen through the Team Bury partnership to further inform targeted co-ordinated reform interventions and place-based engagement.

Driven by a newly established PSR Steering Group, 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.

Public Service Leadership Teams meet monthly in each neighbourhood including representation from our Community Hubs; Health and Care Integrated Neighbourhood Teams; GMP Neighbourhood Inspector; Children's Early Help Locality Lead; Beacon Service Social Prescribing Link Worker; Six Town Housing Neighbourhood co-ordinator; Staying Well Team lead; and GM Fire & Rescue colleagues. These meetings share insight and collaborate on addressing specific inequalities within our five neighbourhoods, most recently in maximising engagement on Keeping Well at Winter including work with the Vaccine Assurance Group in exploring and addressing inequalities in vaccine uptake and targeting of socio-economic support to those experiencing hardship through the Household Support Fund.

In December 2021 Bury became the first Greater Manchester council to be both a Greater Manchester Good Employment Charter Member and a Real Living Wage accredited employer to set an example across the Bury system on supporting local people in economic resilience. This means that all council employees and those working for the authority via relevant contracts will be paid at least Real Living Wage value. Application of this uplift has given a direct increase in earnings to over 4,000 local people who are involved in the supply and delivery of Council services. The Council is also using this as a catalyst to encourage improved pay and employment standards across the wider borough economy.

We are focused on ensuring that key issues around vulnerability, disadvantage and poverty are at the heart of our decisions through high-quality equality analysis of every change / opportunity.

Through our Inclusion Strategy we are working with the local voluntary and community sector to develop inclusive community engagement structures. Bury's Inclusion Working Group, established through the Council and CCG, has broadened in recent months to include representation from across the Team Bury system. Work has continued to develop an inclusive and representative workforce across all public service partners and further develop collective understanding on unconscious bias. In support of this, Bury Council has

led the development of a successful bid to the Greater Manchester Health and Social Care Workforce Collaborative, alongside public service partners across Bury and Rochdale, to deliver an innovative programme of work targeted at improving approaches to attracting, recruiting and developing more diverse workforces across public services in the boroughs.

In autumn 2021 we took a series of race listening events across the Borough as a key deliverable of the Inclusion Strategy within which it was outlined there would be a particular focus on a protected characteristic each year – and for 2021 this was race. Facilitated by our Community Hub network these sessions provided spaces for conversations on education and employment opportunities, Covid-19 recovery, access to health and care services and the means with which to better engage with our diverse communities. Such engagement, supported by targeted recruitment of BME engagement officers in relation to business and climate action has helped connect individuals and seldom heard community networks into opportunities including participatory budgeting, through Neighbourhood Pitch, part of over £700k of community capacity investment made available to local VCFSE groups in the second half of 2021.

Our Health and Well Being Board has sharpened its focus 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. The last two meetings have also included specific items in relation to co-production based on lived experience, which is being further explored through our Population Health Delivery Partnership.

A People and Communities Plan is being developed for Radcliffe, as a pilot of a wider approach to connect local people to the opportunities of Strategic Regeneration and Levelling Up. The Radcliffe plan includes access to employment, skills development and access to public, community and wellbeing services and is being developed as a “Blueprint” for community development as an integral part to all future regeneration activity across the Borough. The Plan will 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 – and the linkage of social value associated with regeneration schemes dovetailing into local priorities.

Finally, we already have in place a local network of anchor Institutions but are 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 Team Bury system. Early work in relation to this has included collaboration between the Bury Voluntary and Community Faith Alliance and Bury Business Leadership group, particularly in light of the Bury VCFSE State of the Sector survey, in terms of support to alternative models of enterprise including co-operatives and social enterprises.

### **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 **Our Manchester Strategy**: Forward to 2025 including a specific theme to create 'a progressive and equitable city', which includes the aim “we will strive to create a truly equal and inclusive city, where everyone can thrive at all stages of their life, and quickly and easily reach support to get back on track when needed”.

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-19. We are about to start work to update the strategy, broadening its scope to include all residents experiencing poverty rather than only adults.

Manchester's refreshed **Work and Skills Strategy** is about to go out for consultation and makes a clear link to the family poverty strategy. We recognise that secure and well-paid employment is one of the main routes out of poverty, and therefore seek to do more to connect our residents to these opportunities in the city.

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, as well as on good employment and ensuring our contractors and suppliers pay a living wage.

Manchester has launched a pilot project to become an **accredited living wage city**. Working with anchor institutions, we are preparing an action plan for submission to the Living Wage Foundation in Spring. This action plan includes targets and actions for each of our participating employers to promote living wage employment in their sectors. We are also working to promote awareness of the living wage amongst our residents.

**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 continues to be undertaken to strengthen employment pathways in the Council for members of the city's diverse communities. This work includes a review of Manchester's recruitment processes from advertisement through to selection and appointment. The organisation has much improved its workforce intelligence so that we have a better understanding of how our workforce compares to the wider resident population.

## Oldham

Oldham is committed to tackling inequality in all its forms, helping all our residents live the best lives possible. To support this ambition, we have developed a new Equality, Diversity and Inclusion Strategy, ***Building a Fairer Oldham (2021 – 2025)***, 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. Examples include:
  - a. Meeting regularly with Oldham's Equality Advisory Group (community representatives of groups with protected characteristics) who are continuing to help shape and inform Oldham's response to the pandemic.
  - b. Oldham's Health and wellbeing board is developing a health inequalities plan for Oldham, using the GM Marmot Beacon Indicators to monitor progress in reducing health inequalities across the borough. A task and finish group has been established to oversee development of the plan and is now meeting fortnightly.
  - c. Investing a further £225K in community engagement capacity, finding alternative ways to engage and support people disproportionately impacted by Covid-19.
2. Provide services that put the citizens' voice at the heart of decision-making, ensuring our services are inclusive and drive equity. Examples include:
  - a. All corporate reporting includes a detailed breakdown of inequality and disadvantage where data is available. Work is continuing to improve and standardise categories for recording equality data across Team Oldham.
  - b. A customer experience survey has recently been carried out (concluded August 2021) to understand residents' experience of our services. The results need to be analysed to inform any changes to existing customer journeys and fed into the design of new journeys.
  - c. Work is also ongoing and making good progress to develop Oldham's equality dashboard which will help us understand how well we know our local communities and the extent of inequality and disadvantage within the borough.
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. Examples include:

- a. In January 2022, Oldham announced that all care staff across the borough would be paid the Foundation Living Wage, including commissioned care providers. This means that Oldham is one of the first local authorities in the UK to successfully pay all staff and commissioned services the Foundation Living Wage.
  - b. Regularly delivering 'Hate and how to effectively challenge' sessions to staff across Team Oldham, including staff at Oldham Council, partner organisations and the VCFSE Sector.
  - c. Establishing a Poverty Truth Commission (PTC) made up of councillors and commissioners, to recommend measures to tackle poverty, identify causes and mitigate the consequences, informing the development of a Poverty Strategy. The PTC will report back before the end of 2022.
4. Achieve a skilled and diverse workforce building a culture of equality and inclusion in everything we do. Examples include:
- a. Reviewing equality and diversity data at all levels of our workforce and amongst our commissioned services to help identify areas for improvement.
  - b. Continuing to develop a workforce that is representative of the communities we serve, seeking to recruit locally and from priority groups where appropriate e.g. young people, people with disabilities and long-term health problems.
  - c. Undertaking a deep dive into Oldham's workforce to improve how recruitment processes operate in practice with a view to better understand why some groups are less likely to succeed in getting jobs than other groups.

## **Rochdale**

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

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

- **Focus on ameliorating health inequalities** - The Council is undertaking significant pieces of data work around the census and the JSNA to help further understand the profile of the borough in an attempt to tackle inequalities.
- **A ten-year programme of citizen engagement to inform public service reform** – the Council is continuing to build on its citizen engagement and using different means to do so. It has recently hosted an inter-generational Deep Democracy Session and is shortly to host a lived experience and future horizons event both focussed around Climate Change.
- **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** – a BAME staff network and targeted programme for Leadership has been established through the Council's Leadership Academy. The staff networks for staff identifying as LGBTQ+ and staff with disability will shortly be established.

- **Commissioning a study to produce a community wealth framework to help support and grow a local economy** - the recommendatory report has now been received and the Council is exploring its recommendations and scoping the direction of travel.
- **A dedicated portfolio holder for co-operatives and communities.** Co-Operation has been picked up as part of the Community Wealth building work and the Council will be exploring the narrative around that. Rochdale borough has been identified as an Arts Council England' Partnerships for People and Place priority area. In Rochdale borough this will take the form of a Culture Cooperative, blending the principles of cooperation into a place-based approach for reaching and engaging with people and communities through arts and cultural opportunities.
- **Good Help Programme** - We held a Good Help Week of Action in late November which included a blend of training, inquiry and planning. This included a session to deepen our understanding of inequalities and what it would take to accelerate progress in some areas. This generated some important priorities which have been built into our prevention strategy and Changing Futures programme.
- **Prevention Strategy** – This strategy has been signed off and an implementation plan with priorities across the ten “building blocks” of prevention is being developed. This will include actions to develop networks and frameworks for enabling prevention as well as priority themes which respond to unequal outcomes in groups who experience the intersectionality of inequality and disadvantage focusing on health, language and poverty.
- **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** – a Talk English programme is being delivered to communities and residents, work and skills hubs have been set up, providing one stop shops with wrap around support around work and skills to ensure provision to under-represented groups. A Digital Strategy, with a focus on digital inclusion, digital infrastructure and building skills to enable careers in the digital realm, has been developed.

## **Salford**

Salford's trailblazing initiative, The Salford Way, was launched by the City Mayor just under one year ago. This highlights the city's ambitions as a leader in building a fairer, greener and healthier city for all. The Salford Way model is constructed around 'The Great Eight' which encompasses the city's key priorities to be embedded within our work, including the ambitions we plan to realise as part of our three interlinked strategies under The Salford Way: Tackling Poverty, Inclusive and Green Economy and the Equalities and

Inclusion Strategy. Budgets, policies and strategic decisions are aligned around The Salford Way to ensure we prioritise the drivers of wellbeing reflected in the IIC's recommendations.

In line with the development of The Salford Way, the city has done a considerable amount of work to ensure co-production and lived experience is embedded throughout all our endeavours. This includes work with Salford's Poverty Truth Commission and further commitments within Salford's recently launched Equalities and Inclusion Strategy to increase the diversity of representation in any place where decisions are taken here in our city. The strategy has also embedded a core focus on tackling structural racial inequality directly from the recommendations of the IIC and we have made this a key priority to ensure it is given the recognition it deserves, including plans to pilot a new Salford wide reverse mentoring programme to encourage new and innovative ways to tackle this issue. Our pivotal equalities work has also led to the recent commencement of the Salford Women's Commission to understand the key issues facing women and strengthen our current responses as well as taking the first important steps on the road to becoming a City of Sanctuary.

Salford is also a nationally recognised leader for its anti-poverty and social value work. The council was the first local authority in GM to pay the real living wage and increase pay for care workers, leading the way on ensuring fair and inclusive wages for all. This work has seen the city being awarded Enterprise City Status and be recognised as a Real Living Wage City, thanks in no small part to the collective action of our Real Living Wage Action Group and the City Mayor's Employment Standards Charter which has over 100 organisations signed up. The Salford Living Wage Action Group have also exceeded its 2021 target of increasing the number of accredited Living Wage employers in the city to 62, seeing the number of organisations granted this now standing at a total of 68.

Through the work of the Salford Social Value Alliance, the city is already showing a great commitment to embedding social value within our work and ensuring every pound spent in Salford is maximised for local benefit. The upcoming relaunch of Salford's 10% Better Campaign which seeks to optimise the social, environmental and economic wellbeing of Salford and its people, is just one of the many initiatives the city is leading the way on, being the first council in GM to do this.

In addition to this work, Salford launched the refreshed Tackling Poverty Strategy last year which provides a framework to tackle the root causes of poverty, recognising that support is needed to both prevent people falling into poverty and assist those already experiencing this issue. Initiatives such as Better Off Salford, which helps residents to find out about benefit entitlements and look for job opportunities and the building of new affordable social homes through the council's own ethical housing company, Dérive are really making a difference.

And, as a result of the IIC recommendations, the council has also made a key commitment to voluntarily adopt the Socio-Economic Duty, recognising this as a guiding mechanism to shape decision making and showcase Salford as a leader in tackling poverty and improving equality of outcome.

### **Stockport**

Stockport's approach to tackling inequality is embedded across council services and in our partnership working approaches, whether this be the integrated education, health and social care services offered through Stockport Family, our developing approach to all age prevention and early intervention, or our neighbourhood working model which brings together colleagues from various organisations into multi-disciplinary teams focused on local areas or neighbourhoods. Whilst there is much in place already in Stockport which aims to tackle inequality, we recognise there remains more to be done.

The One Stockport Borough Plan, Stockport's partnership plan that was published in 2021, places the need to tackle inequality firmly at its heart. 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". Our ambition is that Stockport is a Borough for everyone – where diversity and inclusion is celebrated, and everyone has equity of opportunity.

There are 71 "we will" statements (our commitments) in the Borough Plan, 35 directly relate to tackling inequalities. Therefore, the need and desire to tackle inequality in the borough is not confined to one priority or one set of partners within the Plan, but runs through

agreed actions relating to children, young people and families, health and wellbeing, the economy, digital inclusion, homes and the environment.

Ensuring there is a golden thread focused on addressing inequality running through all partnership and council plans has been a priority. Since developing the Borough Plan, Stockport's One Health and Care Plan has been published. This too places the need to address inequality firmly at its heart. Stockport's Economic Plan is currently in development and will include a focus on a fair and inclusive economy.

The One Stockport Borough Plan Outcomes Framework is currently in development and we are developing cross cutting "Fair and Inclusive" inequalities measures. These are based on the 'Marmot Beacon' set of measures contained within the Build Back Fairer Report. A number of measures are already captured in council and partnership plans. These measures will link very closely to the Health and Care Plan outcomes. We will have the ability to disaggregate to cohort or locality to reflect where inequalities are greatest. We are also exploring the use of 'floor targets' – minimum standards rather than Stockport averages which can mask significant inequality.

We have developed a cross-sector partnership framework in relation to inequality that can be adopted and used by all partners. This was formally launched at Stockport's first Inequalities Summit held virtually in December 2021.

The aims of the summit were to:

- Launch our strategic approach and shared framework for inequalities
- Bring the framework to life – share real life examples of our work to address inequalities and experiences of people living with inequality
- Encourage people to get involved/ pledge action/ change behaviours

The council has created a new Head of Fair and Inclusive Stockport role to lead the delivery of our approach to tackling inequalities. The role will provide leadership and programme management, continuing to strengthen partnership working by taking a whole system approach in relation to tackling inequalities. The postholder has been recruited and is due to start in mid -February 2022.

A cross-political party working group with a responsibility for providing collective steer and consideration of the fair and inclusive agenda has now been established and met for the first time on the 16th of December. This group will have a boroughwide responsibility but bring in expertise and insight from different areas across the Borough – recognising the different ways inequalities manifest across Stockport.

Stockport is also undertaking work to tackle inequality caused by food poverty and economic inequality. We have used DWP winter grants to make strategic investments into our food bank organisations to ensure that they can continue to meet rising demand. Additionally, the council is an active member of the embryonic **Stockport Food Network** which has been set up in response to the food access challenges that the Covid-19 pandemic has highlighted. Since the start of 2021, a wide range of organisations have joined the network which has the mission to reduce the dependency for both crisis and long-term food support through developing a more joined-up support pathway. Current challenges identified by the network including developing shared storage facilities, sharing of resources, a reliance on donations as well as a lack of capacity to develop more sustainable operating models. To address this, the council are intending to commission within the network in order to create additional support capacity and to lead on the various challenges identified.

The council continues to coordinate a Financial Inclusion Working group which brings together a range of partners to the actions set out in the **Financial Resilience Strategy**. The group keeps in view data of the impact of Covid-19 on personal and household finances, monitoring and identifying trends and associated service demands.

Social value is also at the heart of Stockport approach to tackling inequalities. Our social value programme is being driven by the One Stockport Borough Plan and the One Stockport brand. Each of the workstreams within the social value programme flow from both of these documents and/or the strategies and action plans which underpin them, such as the Climate Action Now Strategy and the One Health and Care Plan

In addition to this the Stockport Social Value Charter was signed off in 2019. The document committed to establishing a strategic group, to oversee the development and progress of the Charter, which highlighted the following shared core outcomes and priorities:

- i. People are able to make informed choices and be independent
- ii. People who need support get it
- iii. Stockport benefits from a thriving economy
- iv. Stockport is a place people want to live
- v. Communities in Stockport are safe and resilient

The Stockport Social Value Steering Group has been operational since May 2021 and meets 6 times per year, feeding into the Strategic Commissioning Group and subsequently the Health and Wellbeing Board.

Going forwards one of the key aims within the social value work will be to develop a narrative for Stockport that describes what positive impact the work has had on local communities, the local economy and our valued voluntary and community sector partners.

### **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 and Councillor Leanne Feeley in her 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 are 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.
- The Strategic Commission has achieved **All Equals Charter accreditation**. The All Equals Charter is Manchester Pride's programme to help organisations recognise and challenge any form of discrimination in the workplace. Accreditation allows organisations to indicate to employees, clients and suppliers that they meet a set of values and principles of intersectional

inclusion. Feedback from Manchester Pride highlighted the conscious, multifaceted and intentional procedures for ensuring that practices are inclusive for a wide variety of marginalised communities. Intersectional programmes respond directly and authentically to the needs of service users and are informed by listening to and engaging with differing communities. The feedback provided by the AEC has clarified the Strategic Commission's next steps towards improved intersectional inclusion and ensures equality is at the forefront of all procedures and practices.

- The **Digital Inclusion Report** from the Inequalities Reference Group is an independent review of the opportunities and challenges of digital access. The shift to digital presents numerous opportunities, such as increased efficiency, higher quality of services and a better user experience. However, significant challenges are also presented, particularly for those who struggle to access or use digital services – or in other words, those who are digitally excluded. The report and its recommendations are based on a range of evidence, not least feedback on lived experience. It sets out clear recommendations for action required by the local system to address the concerns and challenges raised by local communities. The next stage is for key senior local leaders to reflect upon and agree together a coordinated place and system wide response.
- Working with Greater Manchester Poverty Action (GMPA), partners across Tameside have successfully piloted and implemented the **Money Advice Referral Tool**. Getting more money into people's pockets, boosting household incomes and building financial resilience are at the heart of the Money Advice Referral Tool approach. A cash and advice model, the tool describes all the places that people can go for help and other income maximisation support. The aim is to assist people to get all the money that they are entitled to, and to reduce the need for referrals to food banks, by increasing referrals to other kinds of support. GMPA has an ambition to co-produce Money Advice Referral Tools in six boroughs of Greater Manchester. Tameside piloted the approach, implemented it from May 2021 and is now sharing learning with others.

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.

## **Trafford**

### **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 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 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 neighbourhoods.

### **Trafford Poverty Truth Commission**

Trafford's first Poverty Truth Commission was 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**

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 communities experiencing significant health inequalities. 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 in these areas have accessed additional support to improve their health and wellbeing, both online and in person. There have been community groups developed with a health focus and classes have been held in innovative ways to engage people to remain active, particularly during lockdown.

### **Citizens' Assembly on Climate Crisis**

Trafford hosted a first event as part of our Citizens' Assembly on addressing our climate crisis. A group of residents selected to represent different perspectives and equality groups across the borough came together in November 2021 to share their insight on which priorities were most important and suggestions and ideas for how to collectively work together.

## **Wigan**

Wigan has a strong focus on tackling inequalities which is supported by our Leader and Cabinet members. The recommendations from the GM Independent Inequalities Commission have helped us strengthen our approach.

In 2021, we undertook a six-month engagement project, The Big Listening Festival, to gather residents' views on key topics, including a week-long conversation on equality. This learning has influenced the refresh of our overarching strategy – The Deal 2030. In this refresh we will ensure that equality is at the heart of each of the 10 priorities. Our recovery plan for the borough also has 'Confront local inequalities' as one of its main priorities.

During 2021, we have worked hard to increase and diversify the membership of the Wigan Equality, Diversity and Inclusion Steering Group - with a growing diversity of lived experience and expertise. The group is chaired by our lead member for equalities and is a

collection of the public sector, VCFSE sector and community representatives. This group will co-develop the new Wigan Equality Strategy, which will include race equality and anti-poverty. The group will ensure greater citizen influence over our equality priorities and how we work as a council. We have also had an in-depth look into quantitative data that is available to highlight and monitor inequalities, which can inform all policies.

We continue to implement our Community Wealth Building (CWB) vision to build a fairer economy in the borough. In November we launched our [CWB Annual Report](#) to showcase the progress we have made working with our partners. In the coming year we are committed to intensifying our ambitious approach to generate local economic and social benefits for all.

Key achievements so far include:

- Launch of the CWB Business Consortia to harness the energy of local businesses that share our values.
- Developed the Our Town Community Noticeboard, a networking platform to help the VCSE sector and businesses connect and support each other.
- Almost 250 organisations, including social enterprises and community interest companies supported by the council's Community Recovery Fund.
- 37% increase in properties leased to the council's Ethical Lettings Agency scheme.
- Council's commissioning intentions and those of their public sector partners published online which increased spend with local businesses.
- Procurement training delivered to over 20 local companies with 3 further training sessions booked in 2022
- Formal partnership between the Council, NHS Trust, Wigan and Leigh College and Edge Hill University to improve employment opportunities for local people in health and social care.
- We successfully brought over 150 staff up to the Real Living Wage when we brought our Leisure Services in-house.