



To: Coventry Health and Wellbeing Board

Date: 4th October 2021

From: Dr Sarah Raistrick, Chair Coventry and Warwickshire CCG

Title: Coventry as a Marmot City - Update

1 Purpose

This report provides an update to the Health & Wellbeing Board about the work of the Marmot Partnership Group on tackling health inequalities.

2 Recommendations

The members of the Health & Wellbeing Board are recommended to:

- 1) Support the work of the Marmot Partnership in tackling inequalities across the city
- 2) Actively support the Call to Action through making a commitment to take one or two of the suggested actions

3 Work by the Marmot Partnership to impact health inequalities

- 3.1 Coventry has been a Marmot City since 2013. Since this time, organisations across the city of have committed to work together to reduce differences in health outcomes between the most affluent and most deprived areas of the city.
- 3.2 The work to embed tackling health inequalities in the Council has resulted in policies in all areas taking account of inequalities and setting out ways in which they will be addressed. It has influenced a number of areas of work, such as the Thrive at Work programme which helps employers to ensure the health and wellbeing of their workforce, a programme which has now been rolled out across the WMCA. It has also influenced the programme of the City of Culture, encouraging the placement of Creative teams in deprived areas of the city and in organisations which deal with people at risk of inequalities, such as the Migrant & Refugee Centre. The principles of tackling health inequalities are embedded throughout the voluntary sector and has been included as an underlying value in the Anchor Alliance.
- 3.3 We have also embedded consideration of health inequalities in all major decisions and policies across the Council. We have strengthened the requirement of health inequalities considerations in the Equality Impact Assessments, basing our questions on the Public Health England Health Equity Assessment Tool. We have also agreed that health inequalities considerations will be included in all reports going to all Scrutiny Boards.

3.4 Coventry has received nationwide recognition for its achievements as a Marmot City and has been approached by many other local authorities from across the country, and in some cases, from other countries, to learn from our experience. We have maintained effective relationships with the Institute of Health Equity and Sir Michael Marmot, who continues to hold Coventry up as a positive example for its continued work.

4 Health Inequalities Call to Action

4.1 At the Health & Wellbeing Board in January 2021 we set out our intention to launch a system-wide Call to Action to encourage all businesses and organisations across Coventry to take action to help address health inequalities. This was as a result of the expected worsening of health inequalities following the COVID19 pandemic.

4.2 Since that time, the Call to Action has been expanded to cover Warwickshire as well as Coventry, with an aligned approach rather than directly integrating the programmes.

4.3 An initial event was held in partnership with the Chamber of Commerce, headlined by Sir Michael Marmot and Sir Chris Ham, to promote the Call to Action to private sector businesses and encourage them to take one or two actions. The suggested actions were:

- Implement a social value approach to your organisation and procurement
- Review policies to ensure a diverse and inclusive workforce with minimal barriers to groups traditionally excluded
- Invest in skills development for staff, particularly those in the lowest grades
- Offer apprenticeships and placements to local people
- Pay the Real Living Wage, or commit to working towards it
- Consider implementing community initiatives

4.4 An infographic was produced to help businesses to understand how each of suggested actions would benefit their business, as well as their workforce and the local community (attached).

4.5 Although the feedback from the event was positive, there has not been resultant actions from businesses, so we have moved to increase awareness raising to help the private sector to understand more about addressing health inequalities and why it should matter to them. This will be in the form of articles which will be disseminated through our business-facing intermediaries, including the Growth Hub and Chamber of Commerce. We are also working with these organisations to help spread the word about the Call to Action. A website has been set up and resources are being developed to help businesses with some of the actions, such as template documents and signposting to good practice.

4.6 To ensure we are working towards taking a system wide approach, we are also expanding our discussions to the voluntary sector. Taking a different approach to working with the private sector, we would like to take a more collaborative approach, creating a network for VCSE organisations to join and work with the Marmot Partnership in specific ways. We are taking a data driven approach, exploring ways of using shared data to provide evidence of local needs and gaps in service provision. The aim of the network is to provide intelligence, share information and inform actions that can be delivered in partnership to tackle health inequalities, whilst informing key issues that can be discussed at the Marmot meetings and explored further.

4.7 Members of the Health and Wellbeing Board are encouraged to consider how their organisations can actively contribute to the Call to Action, ideally by committing to take a specific action that will help to address health inequalities. We would also encourage all

members who also sit on the Marmot Group to ensure that they actively engage within the group and act as Marmot Champions within their organisations to help embed health inequalities across all areas.

5 Embedding our approach as a Marmot city through the One Coventry Partnership

- 5.1 With the recognition of on-going inequalities in Coventry which are likely to worsen as a result of COVID19, tackling health inequalities will be embedded as a key priority within the One Coventry Partnership. This will enable strategic oversight of the Marmot work to ensure that it remains focused and adds value through the One Coventry Partnership Board. The Marmot Group will continue, but with more focus on positive mobilisation and driving the work of the sub-groups. The Marmot Group will also continue to report into the Health and Wellbeing Board, acknowledging the importance of addressing health inequalities as set out in the Health and Wellbeing Strategy.
- 5.2 Through this partnership we will also create the role of Marmot Champions. Organisations will be encouraged to nominate a Marmot Champion who will help to raise awareness and disseminate information, helping to embed the Marmot principles and ways of working to tackle health inequalities through their organisation. They will receive support from the Inequalities Team within Public Health and the Marmot Operational Group.

6 Next Steps

- 6.1 The next steps are to embed the Marmot work within the One Coventry Partnership and within the One Coventry Council Plan. We will continue to progress the Call to Action, working with a range of partners across Coventry and Warwickshire to embed approaches to tackling health inequalities in as many businesses and organisations as possible.
- 6.2 We will develop a new action plan to follow this work for the next three years and monitor the progress against key performance indicators which will enable us to understand the ongoing impact of COVID on inequalities in the city as well as demonstrating the impact of work to mitigate those inequalities.
- 6.3 The members of the Health & Wellbeing Board are recommended to:
- 1) Support the work of the Marmot Partnership in tackling inequalities across the city
 - 2) Actively support the Call to Action through making a commitment to take one or two of the suggested actions

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Delivering equality and health through business. Why does it matter?

Health inequalities are avoidable differences in health outcomes due to the conditions in which we live, grow and work.

Work is a key influence on health. Work matters for health directly, as well as underpinning other factors that influence health such as social networks.

Some examples of what we can do						
	Real living wage	Implement a social value approach	Fair working practices	Skills improvement	Apprenticeships and placements	Community initiatives
What action can you take?	<ul style="list-style-type: none"> Pay the living wage as a minimum; advocate that companies in your supply chain pay the living wage 	<ul style="list-style-type: none"> Introduce a social value policy for your business, consider how you can influence social value in your supply chain 	<ul style="list-style-type: none"> Review of policies around equality and diversity, introduce flexible working practices, paid sick leave, accreditation 	<ul style="list-style-type: none"> Training and skills development, particularly for lower graded staff; digital skills development 	<ul style="list-style-type: none"> Apprenticeships for young people, placements for young people and people out of work 	<ul style="list-style-type: none"> Local outreach programmes, digital skills training, developing green spaces, reducing pollution
Impact on your workforce and community	<ul style="list-style-type: none"> Reduces risk of staff living in poverty and associated health impacts meaning a happier and healthier workforce 	<ul style="list-style-type: none"> Maximise benefits to the local community through local employment, purchasing local services, reducing pollution 	<ul style="list-style-type: none"> Able to recruit and retain the the best talent meaning reduced staff turnover 	<ul style="list-style-type: none"> More highly skilled workforce so better able to promote from within; Pool of local skilled people to recruit from 	<ul style="list-style-type: none"> Helps young people to develop skills to secure work and identifies talent for the future 	<ul style="list-style-type: none"> Healthy, happy local residents and community; Positive publicity for your business
Benefits to your business	<ul style="list-style-type: none"> Increased productivity, reduced sickness absence, reduced staff turnover 	<ul style="list-style-type: none"> Stronger brand recognition and competitive advantage in contract tenders 	<ul style="list-style-type: none"> Reduced staff turnover and recruitment 	<ul style="list-style-type: none"> Reduced staff turnover, increased productivity and innovation 	<ul style="list-style-type: none"> Skilled and knowledgeable workforce 	<ul style="list-style-type: none"> More customers for your business
Did you know....	<ul style="list-style-type: none"> 54% of employees felt more positive about their workplace once the living wage was introduced and staff leaving rates fell by 25% 	<ul style="list-style-type: none"> Demonstrating social value is becoming a key factor in securing contracts 	<ul style="list-style-type: none"> Average cost of UK staff turnover is £11,000 per person 	<ul style="list-style-type: none"> Companies who invest in training have a 37% higher productivity rate and 21% income increase per employee 	<ul style="list-style-type: none"> On average, each apprentice will bring in over £15,000 more than they cost in the lifetime of their apprenticeship (2014) 	<ul style="list-style-type: none"> Community involvement helps to increase brand awareness, establish a positive reputation, and grow your business

Did you know, men in the poorest areas of Coventry will live on average 10 years less than those in the most affluent areas of the city

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Affluent Poorest

In Warwickshire, women in the most affluent areas will live 5 years longer than woman in the poorest areas

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Affluent Poorest