

Appendix 2: Case Studies

Theme 1: Giving children and young people the best start in life

Family Hubs and voluntary, community and social enterprise (VCSE) partnerships

“My first walk was when I was carrying my baby, so around 37 weeks pregnant. It is nice to chat with other mums knowing they are experiencing something similar. A lady from Mind ‘Mums Matter’ came along to chat with us on a walk. Also, some mums mentioned they were going to the free classes (at the Family Hub) and I see them there too”.

Walking Mum’s Club

- Family Hubs offer a place-based approach which joins up the planning and delivery of family. They bring services together to improve access and connections between families, professionals, services and providers, by putting relationships at the heart of family support.
- Four Family Hubs opened in 2023/24: Woodville (Cheetham and Crumpsall), Longsight, Crossacres (Sharston, Wythenshawe), and Gorton Sacred Heart (Gorton, Abbey Hey and Openshaw). Three of the hubs are in areas of the city which have large numbers of residents from communities impacted by racial inequalities.
- The Family Hubs have offered space to VCSE organisations to co-locate within the hubs, building connections between services and offering a service appropriate to the local community. Gorton Sacred Heart provided space for Caribbean African Health Network (CAHN) staff to co-locate within the hub. CAHN are delivering a service to support Black parents in relation to reducing infant mortality and recently launched a Caribbean and African Cultural Wellbeing Hub at St James for a Saturday drop in.

Small Grants Scheme

Approximately £200,000 has been awarded through small grants to VCSE organisations with the aim of developing and delivering culturally proficient services through:

- Contributing to and/or increasing the uptake of services which could include: strengthening parent and child relationships, increasing/improving the offer of parenting support or meeting the wider Family Hub criteria.
- Community engagement, targeting those communities who have yet to engage and/or who are at risk of poorer outcomes e.g. impacted by racial inequalities or by high levels of deprivation.
- Co-design/production of services and activities that meet local need

Each grant panel had representatives from the workforce, parent/carer volunteers and VCSE organisations with a knowledge of the communities and needs of each area. These are examples of some of the activities funded:

- **Aim 4 Hope** was funded by Crossacres in Wythenshawe to support young people at risk of exclusion, aiming to keep them in education. Young people, particularly those from communities impacted by racial inequalities, benefitted from having positive role models from their communities within the school setting. Anecdotally, teachers and parents say attendance and behaviour has improved.
- **Walking Mums Club** deliver walking groups for expecting and new mums across three hub areas. One expectant mum talks about how it has benefited her and her baby
- **Intergenerational music making** was delivered from one of the hubs. One family consistently attended every session. Initially, the mother felt nervous about participating, but later said the sessions were not only enjoyable for her children but for herself as well. She commented that she had built connections with her children, particularly her baby: *"Who knew dancing with ribbons could be so much fun!"*
- **Regen Me UK provide support for families with children with Special Educational Needs and Disabilities (SEND)** and have co-produced an offer with parents from Woodville Family Hub, delivering activities and a weekly drop-in. The organisation is also working with the Family Hub manager to make the hub more accessible and appropriate for children and young people with SEND.

Theme 2: Lifting low-income households out of poverty and debt: *Culturally appropriate food support*

In 2022/2023 the Food Partnership awarded £30,000 from the Household Support Fund to the Rafiki Network (formerly known as the Manchester BME Network), a member-led network of people and organisations that support Manchester's diverse ethnic minority communities.

Rafiki understand that food is a vital part of cultural identity. Many mainstream food aid programmes provide generic food items that may not align with the cultural and religious needs of communities that experience racial inequalities, resulting in some individuals and families finding themselves excluded from mainstream food aid. For example, halal, kosher or specific ethnic foods may be unavailable, leading to a disconnect between the assistance provided and the actual needs of the recipients. Acknowledging this gap, Rafiki used the £30,000 grant to purchase culturally appropriate food items that resonated with the communities they serve.

Rafiki allocated the funds directly to its members. These members, who are intimately aware of the needs and preferences within their communities, purchased the necessary food items. This strategy not only ensured that the food was culturally appropriate but also empowered community members by involving them in the process. The food was then distributed through Rafiki's network of food banks and community grocers, reaching a wide array of individuals and families across Manchester.

A key Making Manchester Fairer principle is the empowerment of communities to take the lead in addressing their own needs. Rafiki's approach of allocating funds to community members for them to distribute, rather than dictating how the money should be spent is a powerful example of this. It places trust in the hands of the community and supports a grassroots, community-led approach to tackling food insecurity.

Feedback from members highlighted that although it was a small grant, it helped to empower women to become social entrepreneurs, valuing their skills, helping them to socialise and enabling them to meet their family needs. Furthermore, as a result of the positive feedback and the successful delivery of the project, Rafiki was allocated another £30,000 for both 2023/24 and 2024/25.

The Rafiki project, through its culturally sensitive and community-driven initiatives, exemplifies how targeted support can make a meaningful impact. By aligning with the principles of Making Manchester Fairer, Rafiki has not only provided essential food support but also strengthened the fabric of the communities it serves, making Manchester a more inclusive and equitable city.

Theme 3: Cutting unemployment and creating good jobs: North Manchester Inclusive Employment

“It really goes to show that it’s never too late to make a change. At 42 years old, and with no qualifications, I’ve been able to make a fresh start with career and pursue a job that I love.

This really is a chance I didn’t think I would get, plus working on the North Manchester General Hospital is a pleasure. I feel that I am giving something back to the hospital where myself and my three children were born, which is an amazing feeling. I’m looking forward to progressing my career now and seeing what the future holds.”

42 year old Danny is a family man who is born and bred in Blackley, North Manchester. Danny worked in rail for a number of years, but working away left him seeking a career which was closer to home. Danny worked for a number of contractors doing logistics, and then as an electrician’s mate. After being made redundant, Danny attended a Getting Connected event hosted by Morgan Sindall at the Knowledge Quad (North Manchester General). He attended and spoke to various sub-contractors, and Imtech offered him a job as an electrical assistant. Danny now works for Imtech on enabling projects, including the car park.

The North Manchester Strategy sets out the shared ambition of key partner organisations in Manchester to deliver much-needed investment in North Manchester, and to use this as a stimulus to drive economic regeneration and improved health and wellbeing for the local population. The strategy brings together three significant investment opportunities:

- The re-provision of Park House mental health inpatient unit on the North Manchester General Hospital (NMGH) site.
- The redevelopment of the NMGH site, encompassing a redesigned and substantially rebuilt hospital; Wellbeing and Education Hubs; a ‘Healthy Neighbourhood’ with residential and commercial space, and; a Village Green.
- The development of 15,000 new homes (20% affordable), improved connectivity and amenities at Victoria North.

Over the last year the North Manchester Strategy developments have continued to effectively deliver social value for North Manchester communities, with 3,690 jobs created, supported or sustained, all paid at the real living wage.

Through social value, contractors commissioned by the anchor institutions have also committed over 3,863 hours of volunteering across all themes of the strategy including health and wellbeing and community resilience. 3,739 students in local education have been supported through careers advice and education activity, inspiring and providing a pathway for young people from all backgrounds to experience and consider jobs in construction or future jobs in the health service.

Theme 4: Preventing illness and early death from big killers – heart disease, lung disease, diabetes and cancer: *Healthy and Hearty Project*

"No matter how hard I try to book an appointment, I just can't get one. They always want to talk to me on the phone when I am telling them I need to come in and see somebody. I am old and I have lots of health problems that need addressing including my blood pressure so sitting on the phone is not helping. At this point, I just don't bother calling or trying to book an appointment anymore. This has really upset me. I would rather come to where you are Akil and come and see you, you are more helpful even though we are just talking about blood pressure".

Drop-in Attendee

Using data effectively is a key aspect of the 'prevention of ill health and early death' theme of Making Manchester Fairer. However, data doesn't tell the whole story. We know that a lack of trust in some statutory services, a lack of confidence in approaching those services and difficulties in accessing GP appointments are all significant barriers that residents face and contribute to the poorer health outcomes seen. Therefore, another key part of our approach is working collaboratively with partners who know and are trusted by their communities. Partners ensure that services are 'culturally competent'; that they take account of people's cultural identity or heritage.

The Manchester Black Caribbean community has a high prevalence of three major types of cardiovascular disease: coronary heart disease, hypertension (high blood pressure) and stroke. The Winning Hearts and Minds Healthy Hearts team worked with a GP surgery in Hulme (an area of the city with a large Black Caribbean community) to improve outcomes related to these diseases.

In partnership with two Black-led VCSE organisations (BHA for Equality and the Caribbean and African Health Network), the team worked to deliver the 'Healthy and Hearty' project, named after a common phrase used by Black Caribbean people in Manchester.

Bespoke text messages and an accompanying e-flyer were created featuring culturally-appropriate messages and images. These invited Black Caribbean patients with high blood pressure, or those who had not had a recent blood pressure check to drop-in sessions at the Cornbrook Medical Centre.

Akil, one of the project's Community Development and Engagement Workers, ran four monthly drop-in sessions between May and August 2024. During the sessions Akil took people's blood pressure and asked them about their health and wellbeing. They were able to talk to him in a non-pressured environment, with no time-limits. As Akil is a Black Caribbean man, patients felt more comfortable talking to someone who has similar lived experience and understands the cultural factors for their community.

Theme 5: Improving housing and creating safe, warm and affordable homes
LGBTQ+ Majority Extra Care Housing Scheme

'There are fears amongst older LGBTQ+ people of having to go 'back in the closet' when needing social care'

LGBT Foundation

LGBT Foundation research commissioned by Manchester City Council identified access to good quality, affordable and accessible housing as a key issue for older LGBTQ+ people in Manchester.

The research found that more than three-quarters of care home staff had not had any LGBTQ+ specific training. The research also found high levels of loneliness, isolation and health problems amongst older LGBTQ+ residents and that older LGBTQ+ people are more likely to have no family network for support, therefore having a greater reliance on commissioned services. At the same time, there have been reports of hostility and discrimination towards the LGBTQ+ community within existing older people's housing schemes and carers displaying homophobia, biphobia and/or transphobia.

Manchester has one of the largest LGBTQ+ communities in the country: according to the 2021 Census, approximately 7% of Manchester residents reported that they were LGBTQ+, including more than 2% of residents aged over 55 (equating to approximately 2,500 residents over 55).

In response, the Council's Executive approved the development of a flagship LGBTQ+ majority Extra Care housing scheme which will provide physical and psychological safety and LGBTQ+-affirmative care for older people. Since 2022, Manchester City Council have been working with Great Places and the LGBT Foundation to bring forward the scheme in co-production with a Community Steering Group (CSG) made up of members of the LGBTQ+ community, local residents, members of local groups, elected members and older people.

The co-production process to date has provided a framework for the group to have an active role in shaping the proposed development, with focus on certain aspects of the scheme including the extra care provision, apartment layouts and communal areas. Work with the CSG has also looked to improve their understanding of the planning process, the local context of the development and Extra Care housing through visits to existing schemes.

Theme 6: Improving our surroundings, the environment where we live, transport and tackling climate change

Flavours From Manchester

“I had a great experience – I used public transport after 15 years and it was so convenient and made me realise I don't need a car all the time to get around, I can use public transport.”

“I have never been on any public transport before but now I can go to town [and] around Manchester on my own. I am quite confident now.”

“It was a wonderful experience and just goes to show that you can get around places quite easily on public transport. I will surely be planning more days out using public transport.”

Asma, Shabana & project participant

Flavours from Manchester were supported by In Our Nature, a National Lottery funded programme led by Manchester Climate Change Agency. The group is run by Shaeda, who engages with many people across the city including Afghan refugees, Arab women, Pakistani-heritage women and young people, many of whom experience feelings of isolation within their communities, especially where English is not their first language.

Their project 'Let's Go Green' aimed to address barriers towards using public transport. Shaeda, the project lead, came up with the idea when she noticed that her mother needed someone to drive her to the airport, despite living only a few minutes' walk away from a train and tram stop. As a result, Shaeda wanted to help remove the barriers to using public transport for her community to help build their confidence.

Shaeda was provided with bus, train and tram tickets for her group as well as advice on project management and measuring impact. In Our Nature helped her co-create a project consisting of weekly public transport journeys throughout the summer to attractions and sites across Manchester to help participants overcome their fear of getting on the bus or taking the tram for the first time. The project showed participants how to book train tickets and navigate to their destination using their smart phones. It also helped the group with using maps and building skills to know their surroundings.

Over the course of the project, 45 people were enabled to start using public transport on a regular basis. A total of 14 group public transport trips were taken, covering a total of 134.9 miles. This saved 732.41kg carbon dioxide through the reduction in car use. A year on, 90% of participants are using public transport more often than before and 48% said they drive less often. 100% said that through their involvement in the project they are now walking more and 90% are going out on their own and doing things they enjoy rather than stay at home.

The project has been so successful that through the continued support of In Our Nature, it is now being replicated in other wards in North Manchester, with women with a range of health needs such as pre-diabetes. Thanks to the project, Shaeda is also the recipient of a Manchester City Council Be Proud Award for 'Taking Neighbourhood Climate Action', recognising her hard work and the impact of the project on her community.

Theme 7: Tackling Systemic Racism and Discrimination

Race and Health Equity Education Programme

“Participating in a programme with peers over an extended period really helped me to gain insight from others to inform my own anti-racist practice. The content and delivery were excellent and provided me with the tools to take an evidence-based, informed approach to addressing systemic discrimination and racism in my work in health and care. Ideally, all health and care professionals should undertake this training but in the meantime, as a result of this programme, there is a group of leaders committed to taking systemic action collaboratively to tackle racism.”

Programme participant

Launched in September 2023, delivery of the Race and Health Equity Education programme ended with the final session in July 2024. Recognising that leadership and accountability are key to successful and sustainable outcomes in addressing inequalities and advancing equality, this comprehensive and innovative educational programme for tackling structural and systemic discrimination and racism has been designed for system leaders and to be shared across the city.

Approximately 75 participants from across Manchester City Council and partner organisations such as housing, health and Greater Manchester Police successfully completed the programme.

Module One: Exploration of the historical context and social construct of race, definitions, terms, language and how past and current thinking inform and govern how structures and institutions are set up.

Module Two: Exploration of key concepts such as ‘race’, ‘racism’, ‘discrimination’, ‘health’, ‘inequalities’ and ‘equity’. Drawing on lived experiences and examples of inequalities in access to, experiences of and outcomes from healthcare services, participants were able to deepen their understanding of the relationship between protected characteristics, intersectional identities and health outcomes.

Module Three: the role of commissioning in tackling health inequalities and identifying the knowledge, skills and experiences required to deliver equitable care in a multi-cultural context.

An evaluation of the programme is underway with two ‘exploration hubs’ set to take place over the autumn: self-assessment data suggests that there has been a shift in confidence to challenge personal assumptions, a better understanding of allyship and increased confidence in holding difficult conversations.

Theme 8: Community Power and Social Connections: *Development of Community Engagement Quality Standards*

Connected communities, where people are treated as active citizens and are given the power to shape the places where they live and the services they use, are good for health and wellbeing and improving health equity. Community power is built and strengthened by adopting participatory approaches to decision-making, by bringing co-production and collaborative approaches to the design and delivery of public services, and by providing funding, assets, resources and capacity-building support.

The work of Manchester City Council and our partners involves continual interaction with different residents, communities and groups across the city. However, the type of interaction can vary, as can the quality and approach to engagement.

An action within the 'communities and power' theme commits to evaluating the effectiveness of our approaches to working in neighbourhoods, analyse for gaps and strengthen the approach to achieve our overall objectives. In autumn 2023 external partner TPX Impact was commissioned to work with us on this.

Over the course of several months, TPX Impact looked at community engagement policy and practice at Manchester City Council in a number of ways by: analysing a range of policy documents, reports and other written materials; observing community engagement in practice (attending key meetings and events); conducting a number of focus groups, and; listening to experiences from inside and outside the council (conversations with a wide range of stakeholders, including VCSE organisations, community groups and housing providers).

TPX Impact also carried out a series of workshops to co-design a set of nine 'quality standards' that capture and reflect the key aspects of community power:

1. Culture & Mindset: We are people-oriented, pragmatic, open and collaborative.
2. Leadership: We are champions for community power.
3. Participation: We ensure citizens and communities have the power to shape the places and services they care about.
4. Partnerships: We build deep connections and work in collaboration with communities.
5. Vision & Strategy: We understand why and how we are building community power in Manchester.
6. Data & Insights: We gather and share knowledge to increase the power of citizens and communities.
7. Resources: We invest time and money promoting community power.
8. Skills & Learning: We are confident and building our capacity in community power.
9. Equality, Diversity, Inclusion & Anti Racism: We reflect our diverse communities and uplift the voices of those seldom heard.

Ahead of the community engagement quality standards being launched across the system in autumn 2024 they are being tested with three Community Power Pioneers: a Neighbourhood Team, an external partner (a housing provider) and an internal department (Human Resources and Organisational Development). This will allow case studies to be generated that will provide real life examples of the standards being used in practice.