



# MAKING MANCHESTER FAIRER

Action Plan  
Update 2025

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# Introduction

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My recent Public Health Annual Report, **Making Manchester Fairer in Action**, illustrates how we are addressing inequalities in the city: focusing on equity and starting to deliver approaches at a scale and intensity proportionate to the level of need. Making Manchester Fairer demonstrates the power of creative and collaborative action for tackling long-standing, challenging issues.

The Making Manchester Fairer Action Plan sets out our ambitions to tackle the preventable differences in health between groups of people in different places and communities in society. It includes actions within eight themes to build the foundations of health in communities. Over the past year, we have worked with our partners to use what we have learned from the first two years of delivery of the Making Manchester Fairer Plan to update those actions.

At the heart of the Making Manchester Fairer Approach is a golden thread that runs through everything we do: tackling poverty, shifting power to communities, and taking action on racial injustice.

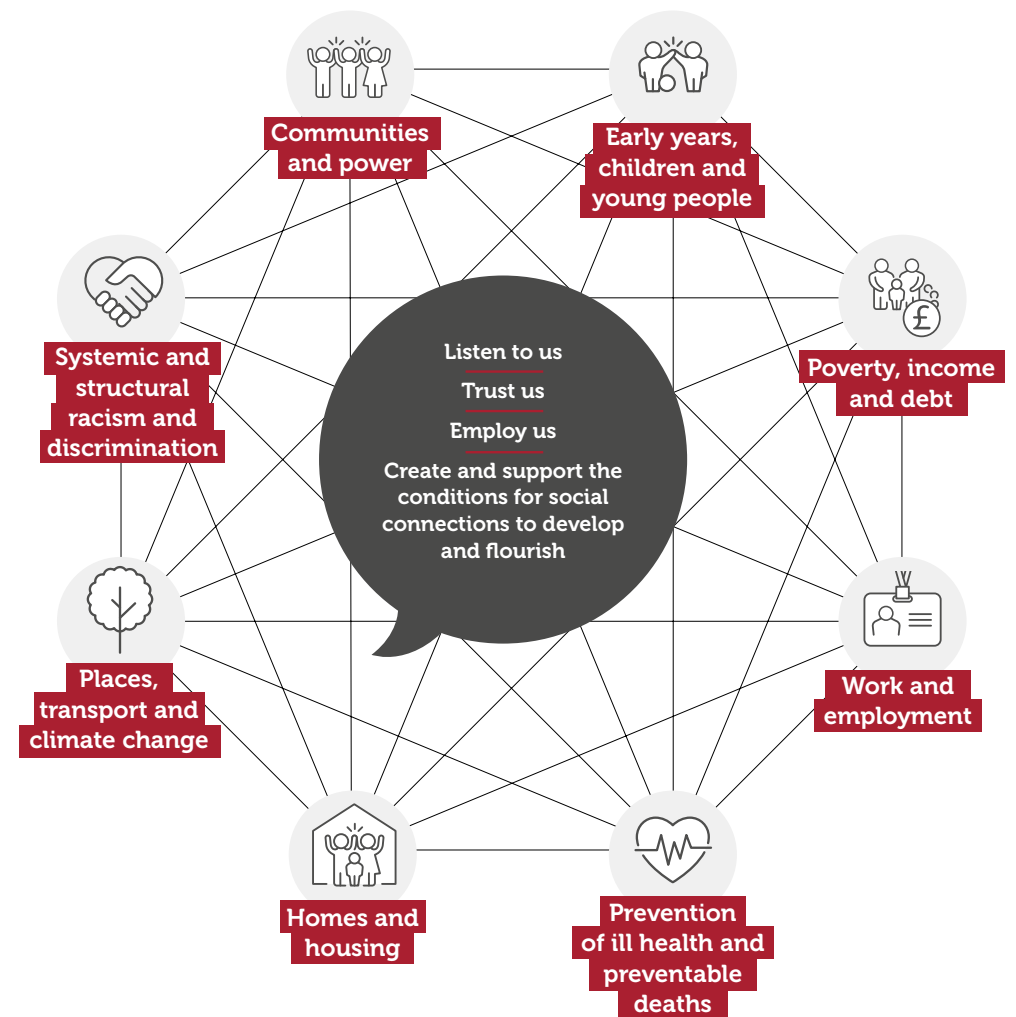


Figure 1: Making Manchester Fairer Framework

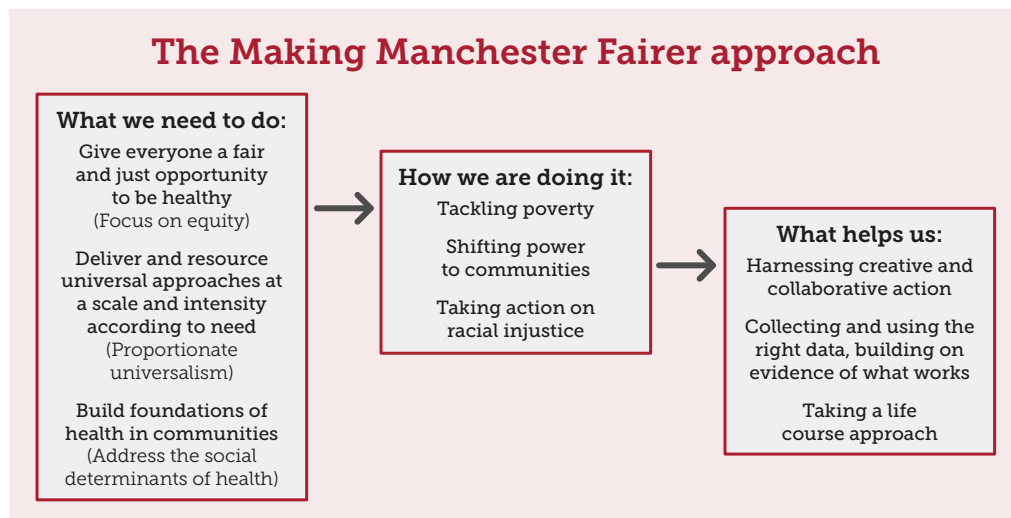


Figure 2: The Making Manchester Fairer Approach

The Making Manchester Fairer Approach to tackling inequalities has already influenced a number of major citywide strategies, demonstrating the value and importance of working across departments and organisations to take action on the wider determinants of health.

In addition to the updated actions, the next steps for the programme include:

- Further empowering Manchester's communities to shape our future direction and capitalise on the opportunities for community-led research through the Manchester Health Determinants Research Collaboration
- Strengthening the neighbourhood-level delivery of Making Manchester Fairer, supporting neighbourhood health equity plans and the GM Live Well approach for Manchester. This includes working with 'hyper-local' smaller geographies that are recognised as neighbourhoods by local communities and residents

- Improving data inclusivity through an assessment of the data system in Manchester and developing an action plan to improve it. We will continue to support partners across the system to adopt our approach to measuring inequalities, as well as embedding it into corporate reporting
- Creating 'communities of practice' that will support our staff to work with residents in a way that is strength-based, person-centred, trauma-responsive, culturally safe and appropriate, and actively anti-racist
- Exploring ways to better resource the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, including social investment and brokerage, to align funding with evidence-based, community-informed outcomes
- Developing targeted equity initiatives using a test-and-learn approach to address specific health inequalities. Building on the original Kickstarters, evaluation will guide how successful elements are mainstreamed and a new set of schemes are then identified for development.

Finally, we will place renewed focus on capturing, sharing and using our insights to shape the programme and to influence local, regional and national policy.

**THIS IS MANCHESTER.**  
**WE KNOW THE FACTS.**  
**IT'S TIME TO ACT.**

# THEME 1 /

Early years, children  
and young people



# Early years, children and young people

Many health challenges and inequalities in later life have their foundations in early childhood, the poorest families experiencing the worst health outcomes. A good education, and support for social and emotional development, are also important for future health and wellbeing.

## Refreshed Theme 1 actions

### **1 Development of Manchester Family Hubs' 'hub and spoke' model, delivered through an integrated neighbourhood approach for children, young people and their families**

Family Hubs provide a clear and simple way for families to access help and support in one place, as statutory services, VCFSE and the community work together, building on family and community strengths. Each hub has a core offer of face-to-face and virtual services focused on early intervention and prevention, and additional services are delivered within each locality co-designed with the community to ensure that local needs are met.

An interim evaluation of Manchester's four Family Hubs, which are situated in areas of the city with high levels of deprivation, has indicated that they are effective in providing integrated and comprehensive services, fostering strong community relationships, and adapting to community needs. Potential additional sites have been proposed using a scoping methodology and selective criteria to ensure that services are targeted in the right place.

A wider delivery of the model will increase the reach into disadvantaged communities through delivery of neighbourhood-based services, supporting families to get back on track, increasing social participation, and building capacity while reducing health and social inequalities.

### **2 Further develop the Family Hubs offer to young people**

Family Hubs bring together services for families with children of all ages (0–19), or up to 25 with special educational needs and disabilities (SEND). Family Hubs offer the opportunity to further develop the offer to young people, which currently includes support for teenage parents and parents-to-be, pop-up sexual health and vape cessation clinics, co-located self-help services, and targeted sports provision for vulnerable young people.

### **3 Embed mainstream children's rights principles into all aspects of the delivery of Making Manchester Fairer**

Manchester aims to be recognised as a UNICEF Child Friendly City by spring 2026, and we are committed to continuing to recognise and implement a children's rights-based approach across the Council beyond this date.

UNICEF's Child Rights Impact Assessment provides the opportunity to examine the potential impact of policies, programmes and services on children. Working in partnership with UNICEF and Manchester's Child Friendly City team, we will use this tool to conduct a systematic assessment of the direct or indirect impact of the actions across all themes of this plan on children and young people, focusing on the most vulnerable or marginalised. This will provide a range of policy and service options that will better realise children's rights and ensure that youth voice is integrated into all aspects of the programme.

### **4 Deliver Manchester's Safe and Healthy Beginnings Plan**

Structural racism and discrimination can affect families' abilities to keep their babies safe and well. When analysed at ward level, data shows that the highest rates of infant mortality occur in the most economically disadvantaged populations of the city.

Manchester's Safe and Healthy Beginnings Plan (2024–29) was developed in consultation with clinicians, parents and VCFSE partners, and has a strong focus on equity, particularly around the outcomes impacting racially minoritised groups and those on low incomes. It emphasises how services could work better together and listen to the diverse communities of Manchester, increasing opportunities for all women to have a healthy pregnancy and be supported so that their babies thrive.

### **5 Continue to mainstream Flying Start, a three-tiered approach to holistic support for children and families, providing more intensive support for primary schools and areas with poorer outcomes**

Conceived and delivered as one of Making Manchester Fairer's first Kickstarter projects, Flying Start is a three-tiered approach (intensive, targeted and universal) to holistic support for children and families. Flying Start offers intense support early enough to help those with developmental delays to catch up and thrive, reducing the need for ongoing support.



# THEME 2 /

Poverty, income  
and debt





# Poverty, income and debt

Tackling poverty is crucial to alleviating health inequalities and creating a more equitable city for all residents. Residents and partner organisations were instrumental in developing the Manchester Anti-Poverty Strategy, which was formally incorporated into Making Manchester Fairer in early 2023. This approach is helping to embed tackling poverty in everything we do to make Manchester fairer. The Anti-Poverty Strategy draws on information and data from local organisations and national research to produce evidence-based recommendations to tackle poverty, its causes and its consequences in our city.

Made up of residents and representatives from poverty-focused VCFSE organisations, the Making Manchester Fairer Anti-Poverty Insight Group has been pivotal in deciding which actions from the Anti-Poverty Strategy to prioritise and how they should be delivered to maximise impact.

## Refreshed Theme 2 actions

### **1 Provide access to accessible, appropriate and timely advice across the life course**

We will work to influence advice offers for residents, championing an accessible approach, including the option of face-to-face support where needed. This will be supported by engagement and communications that aim to reduce the impact of stigma and encourage residents to seek support.

### **2 Improve financial education and literacy, including helping residents understand how to navigate the system to maximise income**

To help residents (including young people) become more financially secure, we will promote access to fair and affordable credit through credit unions and salary-based finance options. We will support initiatives for residents to improve their financial literacy and, where needed, how to navigate systems in order to maximise their household income.

### **3 Improve food security**

Through the Our Manchester Food Partnership and the Manchester Food Board we will work to build a strong and independent local food system and support offer that provides residents with affordable, healthy and culturally appropriate food options. A major focus will be on moving away from the need for emergency food support and towards a more sustainable approach.

### **4 Mitigate the impacts of poverty on children and families**

We will work with internal and external stakeholders to help tackle key issues such as food insecurity, lack of basic household items, and school-related costs, making sure children and families have what they need to do well both in and out of school.



# THEME 3 /

Work and  
employment



# Work and employment

Good-quality work is sustainable, pays a living wage, and offers opportunities for development. Poor-quality work, unstable or intermittent employment and unemployment can have effects on physical and mental health. Long-term unemployment in particular can contribute significantly to poor health, low wellbeing and increase the risk of early deaths.

## Refreshed Theme 3 actions

### 1 Deliver Manchester's WorkWell plan

WorkWell is a national Department for Work and Pensions programme to integrate work and health services. WorkWell Manchester benefits Manchester residents who are at risk of falling out of work or who have stopped working recently because of their health. It is designed according to the following principles:

- Reducing pressures on the health system
- Intervening early to prevent unemployment and supporting those furthest away to move closer to work
- Addressing known inequality of access to good employment for racially minoritised communities
- Integrating health and work services around residents through commissioned programmes to provide joined-up solutions
- Engaging residents in employability services in community and health settings outside of Jobcentre Plus.

We deliver these in three main ways:

- Working with Manchester NHS Foundation Trust to provide employment support for patients with musculoskeletal conditions such as back pain, arthritis or osteoporosis. Poor musculoskeletal health adversely affects people, employers, the NHS and the wider economy, and is one of the main reasons given for ill health-related inactivity
- Enhancing the Be Well social prescribing service by adapting, improving and enabling earlier access to employability support and more co-ordinated support for racially minoritised communities
- Building on successful pilot projects, VCFSE organisations are being commissioned to provide a culturally competent service for communities affected by inequalities, which bridges the gap between VCFSE and formal employment and skills provision.

## **2 Influence the design of new work and skills programmes**

Working closely with Greater Manchester Combined Authority, we will ensure that the design and delivery of national and regional employment and skills programmes in the city embed the Making Manchester Fairer principles and approach.

## **3 Champion and embed social value**

Manchester City Council's new Social Value Policy has reducing inequalities as one of its five themes and is part of a whole-system approach to reducing inequalities in the city. Social value initiatives will be co-designed with communities, and will use the expertise and relationships held by Manchester's VCFSE sector, building on existing infrastructure and fostering partnerships that add capacity to local organisations.

Social impacts will be measured and managed through social value frameworks, including those for major place-based developments such as Victoria North, North Manchester General Hospital Health Campus, the Southern Arc (comprising Manchester Airport, Airport City, Wythenshawe Civic Centre and Wythenshawe Hospital) and the Eastern Gateway (Mayfield), focusing on maximising the education, training and employment opportunities from these investments for local residents.

## **4 Deliver the Real Living Wage Action Plan and promote the Good Employment Charter**

In the three years following Manchester becoming an accredited Living Wage City, we have been focusing on ensuring residents receive a fair wage that meets the cost of living, exceeding expectations and outperforming on our targets. We are seeking accreditation for a further three years and have ambitious targets for increasing the number of Manchester residents who are paid at least the Living Wage. This includes renewed emphasis on advocating for all partners within the Making Manchester Fairer ecosystem to commit to paying their employees and those in their supply chain the Living Wage as a minimum.

We will deliver activities that raise the profile of the Living Wage, including promoting Good Employment Week and Living Wage Week. We will continue to promote the Good Employment Charter, increasing the number of members and supporters through social value frameworks and working with businesses.



## **5 Deliver courses and projects to support social mobility**

In 2024, Manchester was one of 64 new cities from 35 countries to join the UNESCO Global Network of Lifelong Learning Cities in recognition of their outstanding efforts to make lifelong learning a reality for all at a local level. Partners across the city will revitalise learning opportunities within families and across communities, as well as providing learning opportunities within workplaces. Courses and projects will be delivered to support social mobility, including skills for employment and skills to progress to further and higher education.

## **6 Deliver the Age Friendly Manchester Action Plan**

A key ambition of the city's ageing strategy is to see an increase in the number of age-friendly employers and age-friendly employment practices. Delivery of this aspect of the plan is co-ordinated through Manchester's Over 50s Skills and Employment Support Group and integrated through the Council's Work and Skills work areas.



# THEME 4 /

Prevention of  
ill health and  
preventable deaths



# Prevention of ill health and preventable deaths

This theme addresses healthy habits and services that keep us well. Smoking, unhealthy eating and lack of exercise are known to increase the risk of most preventable deaths, including heart disease, lung disease, cancer and diabetes:

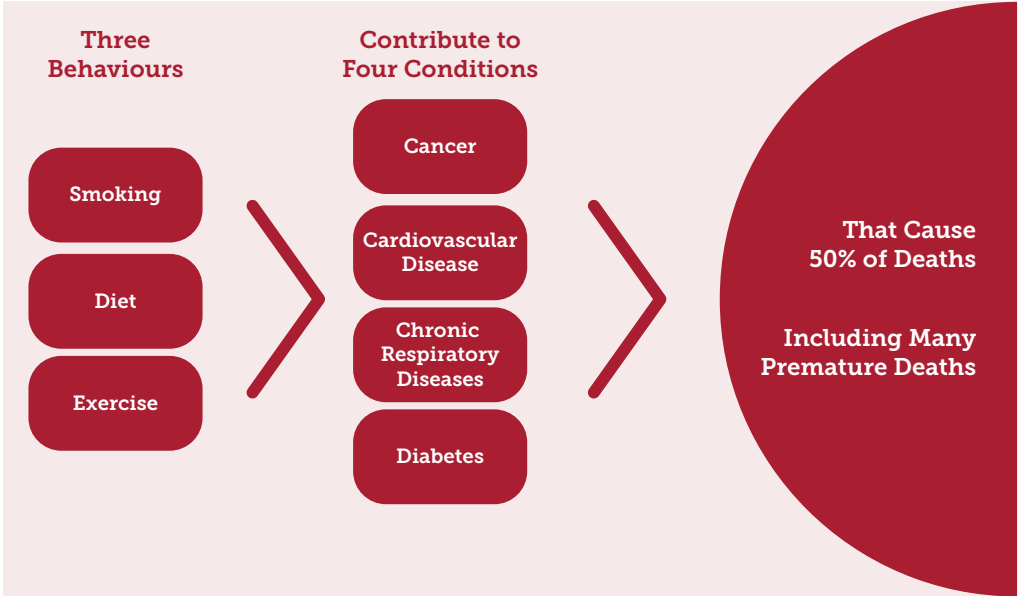


Figure 3: 3-4-50 Framework developed by Oxford Health Alliance

People in socially disadvantaged circumstances often face more barriers to making healthy choices like quitting smoking, eating well or staying active. These barriers – such as low income, poor housing, limited access to services, and stress – can lead to worse health outcomes and make it harder to break the cycle of poor health. We also know that there are inequalities in access and outcomes in relation to the services that prevent, detect and treat long-term conditions.

Good mental health and wellbeing provides a foundation for our general health (physical and social) and enables us to achieve our potential and have a good quality of life. This benefits us as individuals, as well as our families and friends, and the communities and society around us.





## Refreshed Theme 4 actions

### **1 Develop and deliver a comprehensive Manchester Cancer Inequalities Action Plan, addressing inequalities that exist across screening, diagnosis, treatment and follow-up for cancer**

This work will provide an opportunity to broaden the scope of existing NHS work on health inequalities in cancer by linking it to the Making Manchester Fairer approach and the wider determinants of health. The plan will be developed with extensive co-production and using insight from communities.

### **2 Develop and deliver a 'pyramid of effectiveness' of interventions within healthcare settings (primarily primary care) that would help overcome barriers faced by people accessing healthcare**

The main focus will be equity of access and addressing barriers faced by different population groups and communities, including discrimination. It will be underpinned by the principle of proportionate universalism. The details of the 'pyramid' will be developed with communities and service providers.

### **3 Develop and deliver an action plan that specifically addresses the mental health challenges of those with long-term conditions, such as diabetes, cancer, and heart and lung diseases**

Mental health as a barrier to healthcare access is something that affects all our residents. These barriers may be felt particularly acutely when combined with poverty or racism. Disabled people and individuals from LGBTQ+ communities can also experience additional barriers. Approaches to tackling these barriers will be co-designed with the communities affected and the services that support them.

### **4 Develop and deliver a whole-system approach to the prevention of ill health that improves outcomes for communities at higher risk through the Preventing Ill Health and Inequalities Partnership**

The '10 Year Health Plan for England' describes three shifts, including a 'left shift' from treatment to prevention of illness. Manchester's Preventing Ill Health and Inequalities Partnership brings organisational partners and key stakeholders together to develop and deliver a whole-system approach to the prevention of ill health and inequalities for residents and communities in Manchester.

As well as the 'upstream' actions that create the conditions for good health captured in the other Making Manchester Fairer themes, this approach is concerned with 'midstream' actions targeted to support people with social, behavioural and clinical risk factors for ill health, and 'downstream' actions to support independence, enable self-care and improve quality of life for people with long-term conditions and disabilities.

This approach focuses on both mental and physical health and will use data and insights to identify population groups and conditions to prioritise for prevention initiatives and tackling healthcare inequalities. Current priorities include multiple long-term conditions (including frailty), rising risk (undiagnosed conditions or symptoms that are tolerable/can be ignored alongside psychosocial risk factors) and mental illness.

# THEME 5 /

Homes and  
housing



# Homes and housing

Poor-quality housing is harmful to physical and mental health, and widens health inequalities. Unaffordable housing contributes to poverty and can lead to homelessness. The past two decades have seen a huge increase in the city's population – driving an exceptionally high demand for housing and increases in costs. However, the supply of new affordable housing is a challenge because of the availability of land and cost challenges.

Many Manchester residents continue to earn well below average incomes and too many remain on the housing register for too long. Racially minoritised communities are disproportionately affected by housing insecurity and homelessness, including overrepresentation in temporary accommodation and barriers to accessing stable housing.

## Refreshed Theme 5 actions

### **1 Deliver 36,000 new homes from 2022 to 2032 including 10,000 affordable homes\*, help 100 social housing tenants a year to move to smaller homes to release family housing, and bring 200 empty homes a year back into use**

Manchester's Housing Strategy (2022–2032), built on a detailed evidence base, sets out the city's long-term vision of increasing affordable housing supply, building more new homes, addressing inequalities and creating neighbourhoods where people want to live. Fundamental to succeeding in the ambitious challenge of delivering affordable homes is making more Council-owned land available for housing and working closely with registered providers and private sector partners to deliver a diverse range of homes across all sectors of the market. The Making Manchester Fairer Task Force creates a space for a representative from the Manchester Housing Providers' Partnership (which brings together registered housing providers in Manchester and the Council in partnership to facilitate local delivery on key strategic themes) to connect with a range of leaders from across the social determinants of health.

Larger families represent the biggest cohort in priority bands on the Housing Register, but larger family housing continues to be severely undersupplied and many families are directed into unstable tenancies within the private rented sector. We aim to deliver 3,000 affordable family houses by 2032 to address overcrowding in areas where average household sizes are highest, and local communities will be engaged in development decisions.

We are committed to encouraging and promoting right-sizing across all tenures to release family homes. Part of this approach involves providing the right houses at the right time for our older residents, which can free up homes for families in overcrowded conditions or temporary accommodation.

### **2 Improve property condition and management standards, particularly in the private rented sector, by implementing new selective licensing schemes and promoting the Greater Manchester Good Landlord Charter**

The poorest communities in Manchester live in the worst-quality private-rented accommodation because they have little choice. Selective licensing, which requires all private landlords operating within a designated area to license any privately rented property within that area, can improve the management of privately rented properties and contribute positively to improving neighbourhoods by ensuring licensed properties are safe, meet basic standards and are managed in a satisfactory way.

Nine new selective licensing schemes are due to be delivered in 2025/26, and learning from other 'Marmot places' (towns, cities and regions that have formally committed to taking action to reduce health inequalities by addressing the social determinants of health) has highlighted opportunities to embed health into selective licensing and to evaluate the impact of selective licensing on the other social determinants of health in order to inform future business cases.

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\* Manchester City Council uses the national definition of affordable housing set out in the National Planning Policy Framework. This covers all new-build properties available for sale or rent below market value, including Social Rent, Affordable Rent, Discounted Market Rent, Shared Ownership, Rent to Buy and Discounted Market Sale.

Encouraging private and social landlords to support and become members of the Greater Manchester Good Landlord Charter strengthens tenant protections and improves the overall quality of the renting experience for landlords and tenants alike, providing recognition for landlords who go above and beyond for their tenants.

### **3 Deliver the Extra Help and Support funding programme and analyse the ecosystem of tenancy sustainment and support services across the city**

Manchester City Council's Extra Help and Support programme will commission VCFSE organisations to help people to manage their tenancies or resolve issues in their existing accommodation. A young adults (18–25) strand will fund a service providing early support for young adults to prevent the breakdown of accommodation, including mediation with family members, friends and landlords. Extra help will be offered to young people who are insecurely housed (eg. sofa-surfing or subletting), including support to build tenancy sustainment skills, and access education, training and employment.

The programme's Tackling Inequalities Grants will be aimed at those families and communities with protected characteristics that face barriers to accessing support, piloting ideas and testing new approaches, or providing additional capacity to expand work already taking place in the city.

There are a wide range of tenancy sustainment and support services being delivered across the city from partners across the system. A systematic analysis of this ecosystem will provide the opportunity to ensure that resources are aligned and partnership working is maximised, and learning from this exercise has the potential to inform future commissioning.

### **4 Bring housing and health partners together with the voice of lived experience to explore new opportunities to apply a health equity lens to the delivery of housing and homelessness services**

There is a real appetite from housing providers across the city to work more closely with the health 'system', but its complexity can make it challenging to know how and where to connect to drive sustainable change. Drawing on insights from other Marmot places, we will use a cross-system partnership to strengthen long-term collaboration between health and housing providers, identifying innovative opportunities to tackle health inequalities through housing and homelessness services.



# THEME 6 /

Places, transport  
and climate change





# Places, transport and climate change

Places that provide the conditions for good health have good air quality and transport links, and easy access to green space. Climate change is one of the biggest public health threats and challenges we face. Some communities in our city are disproportionately exposed to harmful environmental conditions and may experience higher levels of pollution, fewer green spaces, and greater vulnerability to environmental hazards. Additionally, these groups might have less influence over environmental policies or decisions that directly affect their wellbeing.



## Refreshed Theme 6 actions

### **1 Build and act on evidence of the impact of green spaces on health, improving access for communities most impacted by inequalities**

Projects delivered by the In Our Nature programme, coming to an end this year, have used health inequalities as a lens for their work on climate and nature and have measured the benefits participants have felt. We will continue to build evidence of the impact good green spaces have on health, and prioritise provision of new and improved green spaces based on vulnerability to climate change and health inequalities.

Research into the barriers communities face when accessing green spaces has already led to changes in park operations. We will work to increase our understanding of the cultural, social and accessibility barriers that prevent people using green spaces by researching access and use by people from different ethnic groups, cultures and religions. We will strengthen the city's Green Infrastructure and Parks strategies by targeting interventions at high-risk wards.

### **2 Address transport inequalities by promoting safer and more accessible options for walking, cycling and wheeling**

Building on a robust evidence base that demonstrates that public transport projects improve physical and mental health, we will continue to work with Transport for Greater Manchester to improve walking and cycling infrastructure, targeting less connected areas with high health inequalities. This will involve listening to local people to support the decarbonisation of transport through innovation, new solutions and policies supported through the citywide Active Travel Strategy, working

with businesses and residents on incentives to encourage use of public transport. We will continue to adopt Fifteen Minute City principles and reduce speed limits in residential areas.

### **3 Deliver actions that protect vulnerable residents from the harmful effects of air pollution**

We will continue to monitor and evaluate actions to improve air quality and the resulting health outcomes, giving early warning of air-quality breaches to neighbourhoods, especially those most vulnerable to asthma and respiratory illness. Linking air-quality data to residents with underlying health conditions means universal resources can be better targeted to those that need support. We will monitor inequalities resulting from exposure to poor air quality and deliver action through implementation of the Greater Manchester Clean Air Plan.

### **4 Deliver actions that protect the city's most vulnerable residents from the negative impacts of climate change**

We will ensure that actions to deliver carbon reductions are fair and equitable, tracking and measuring the impact of these actions during extreme heat events such as cold, heat and flooding.



# THEME 7 /

Tackling systemic  
and structural  
racism and  
discrimination



# Tackling systemic and structural racism and discrimination

Racially minoritised people in our city have higher odds of living in areas experiencing disadvantage and are more likely to experience unemployment and low pay. Some communities are also less likely to have access to a range of services and opportunities as a result of structural and systemic discrimination. Experiences of racism and discrimination can have long-term impacts on health and wellbeing – for example, everyday discrimination has been linked to heart disease, infant mortality, mental illness, substance misuse and reduced life expectancy.

Racism and discrimination occur at a number of levels. At a personal level, experiences of racism and discrimination can be psychosocial stressors that build over time and have long-term effects on health and wellbeing. At a wider structural level, racially minoritised people and communities are alienated from positions of power and resources by legislation and face day-to-day discrimination by institutions. Structural racism (also known as systemic racism) is the condition where these laws, institutional practices, customs and guiding ideas combine to harm racially minoritised populations in ways not experienced by their White counterparts.

## Refreshed Theme 7 actions

### 1 Deliver the Race and Health Equity Education Programme

Building on learning from the first pilot delivered over 2023/24, this programme – aimed at staff from across the Manchester system who are either directly or indirectly involved in delivering Making Manchester Fairer – supports the workforce to be better informed, equipped and confident to implement the right solutions to improve outcomes for communities affected by racial inequality and discrimination.

Aimed at increasing understanding of racism and discrimination and their effect on health outcomes and inequalities, the programme supports participants to develop the skills, knowledge and expertise to implement anti-racist and anti-discriminatory practices. It helps them build confidence to challenge racism and discrimination in the workplace and to effectively engage and involve racially minoritised communities.

### 2 Develop and deliver an Inclusive Data Strategy for Manchester

Too often, data is difficult to access, or we find gaps and inconsistencies in data about some of our most disadvantaged communities that prevent us effectively prioritising interventions and addressing inequalities. In part, these difficulties stem from the fact that the way we collect, store, analyse and use data is not inclusive enough.

Building on the recommendations of the national Inclusive Data Taskforce, we have started to develop a local Inclusive Data Strategy for Manchester. This includes:

- Understanding the strengths and weaknesses of the local data system and where there are existing programmes of work or areas of good practice that can be built on
- Improving data collection, along with insights from patients and carers and community engagement to develop intelligence that integrates metrics and qualitative data, so we understand how and where to act
- Equipping front-line staff to collect data and enabling them to explain to residents why it is needed and how it will be used.

### 3 Establish a Race and Health Collaborative

Working across Manchester's statutory, community, race equity and VCFSE sectors, we will establish a collaborative for sharing learning, exploring challenges and unblocking barriers, enabling us to move further and faster on our shared commitments to tackling racism and ethnic health inequalities.

### 4 Undertake a race equality maturity assessment across the themes of Making Manchester Fairer

Working with the Race Equality Foundation, we will use their Race Equity Maturity Index to track, measure and enhance our commitment to race equity across the Making Manchester Fairer Action Plan. This self-assessment tool, which was co-produced with diverse communities and stakeholders, focuses on key areas of race equity, such as leadership, recruitment, policy development, decision-making and community engagement.

## **5 Provide and strengthen the infrastructure for strategic engagement with minoritised or underserved communities**

Community Health Equity Manchester achieves its objectives through a combination of collaborative working, influence and advocacy, bringing together leaders from across the system. We will continue to embed the Community Health Equity Manchester infrastructure to better understand and address the broader health and wellbeing inequalities that affect racially minoritised communities in Manchester.

## **6 Influence the commissioning and delivery of services, embedding a social and racial justice approach**

We will ensure that people from racially marginalised communities facing discrimination are adequately represented and included in decision-making, so that our commissioning and delivery of services embeds a social and racial justice approach.

We will support the implementation of the community engagement quality standards (see below) to include community voices in the decision-making, design and delivery of services, with a particular focus on funding VCFSE organisations that are Black, Asian or minority ethnic-led in Manchester.



# THEME 8 /

Communities and  
power



# Communities and power

The communities we belong to support and nurture our health. Connected communities, where people feel valued and involved in decisions that affect them and have a greater sense of control over their daily lives, are good for health and wellbeing and improving health equity.

Communities may be groups of people living in the same place, or people who share a common identity or experience. Creating the conditions for individuals and communities to be empowered – shifting power to communities – is essential for a long-term approach to addressing inequalities.

Making Manchester Fairer can only make a real difference if local people are empowered to find solutions – and then supported to make them happen. It has been especially important to involve those with first-hand experience of discrimination, or those who have struggled with living in conditions that harm their health. Making Manchester Fairer is working to strengthen resident and community influence on services and activities related to the full range of social determinants of health.



## Refreshed Theme 8 actions

### **1 Further develop and embed the community engagement quality standards, developing community voice and its influence on decision-making**

Work already delivered under this theme involved an assessment of existing Council community engagement and involvement approaches from which a set of community engagement quality standards were developed. These were then used to inform the development of a toolkit to promote best practice in building community power. The standards and toolkit are being tested in real life across different settings by Community Power Pioneers to strengthen and develop their approaches to engaging and developing community power with residents.

We will continue to strengthen our approach to community engagement by delivering the toolkit and further developing the work of the Community Power Pioneers, sharing their learning. This will be underpinned by the development of an online portal providing access to a suite of tools and information to support practitioners.

### **2 Establish a Community Engagement Community of Practice**

We will create a space for practitioners to come together to share, unblock barriers, learn and develop ideas and ways of working that promote inclusive and fair approaches to engagement and participation. This activity will be aligned with the Race and Health Collaborative (see Theme 7).

### **3 Embed the National Community Development Standards and demonstrate them in practice**

Manchester City Council's model for community development is now in place, with a strong emphasis on driving culturally appropriate engagement, community development and participation practice. Neighbourhood Community Development Workers will focus on tackling systemic and structural racism and discrimination, and strengthening community power. At the heart of this are the following values:

- Social justice and equality
- Anti-discrimination
- Community empowerment
- Collective action
- Working and learning together.

A key element of the role will be translating Manchester's community engagement quality standards and the National Occupational Standards for Community Development into action.

### **4 Monitor the delivery of Manchester's VCFSE infrastructure contract and undertake a review of VCFSE grants**

Working closely with Manchester's VCFSE infrastructure provider we will ensure the right support is provided for VCFSE organisations that are rooted in local communities and addressing significant inequalities day to day. Provision of VCFSE grants will be reviewed to ensure that their reach is fair and learning from previous grant programmes is incorporated.

## **5 Deliver the Building Stronger Communities Together Strategy**

Manchester's first social cohesion strategy is based on three key areas – relationships, participation and belonging. Place-based projects will be delivered to provide learning that supports wider delivery of activity across the city. Learning from Community Recovery Fund activity will be used to deliver a wider programme of activity.

## **6 Support the delivery of Manchester's Health Determinants Research Collaboration (HDRC)**

Funded by the National Institute for Health and Care Research, Health Determinants Research Collaborations (HDRCs) enable local authorities to become more research-active, embedding a culture of evidence-based decision-making to improve health and secure better outcomes for the public.

HDRC Manchester has been designed to put communities at the heart of local policy through the creation of new systems and activities aimed at generating a neighbourhood and community-led research culture across the city. Local researchers will be funded to work with communities to develop and carry out research linked to the social determinants of health in partnership with residents. In this way, HDRC Manchester will support those living and working in local areas to decide their own research priorities and produce and share their findings through the HDRC's university links.





**MONITORING**

# Monitoring

We have adopted five key principles to govern our approach to using and presenting data on inequalities:

- Finding and measuring the most meaningful inequalities and using targeted demographic data to present this
- Building on existing performance reporting by presenting changes in inequality alongside measures of overall improvement
- Routinely tracking inequalities over time
- Supporting partners in Manchester to adopt and present inequality measures using appropriate methodologies
- Adopting a consistent methodology across all partners for summarising gaps between areas or communities within the city.

This approach to measuring inequalities is embodied in our Making Manchester Fairer Annual Temperature Check. This contains a carefully developed set of the most meaningful measures of inequality in the city, presented using targeted demographic data and clear, accessible infographics. The temperature check provides an annual assessment of whether the ambitions outlined in the action plan are starting to have an effect on our overall aim of reducing inequality in Manchester.

We have developed Social Return on Investment models for our Kickstarter initiatives that measure and account for a broader concept of value, including the social, environmental and economic costs and benefits of our work. This approach has helped deepen our understanding of the different elements of the work being delivered and the individual stories within them.

# EVALUATION

# Evaluation

The key question for the evaluation of Making Manchester Fairer is 'What is the best way to mainstream health-equity approaches to population health in Manchester?'

In Years One and Two, Making Manchester Fairer Kickstarters were prioritised for evaluation, and learning is being used to inform future work. In this next phase of the programme the focus of the evaluation will shift to the work being delivered within the eight themes of the Action Plan.

