



Wyth Everyone Strategy 2023 – 2026

This strategy sets out the way WCHG will work to create an inclusive environment in which colleagues fulfil their potential and represent the community we work in. It will support community cohesion by educating and celebrating every individual.

Date of approval	27 March 2023
Responsible director	Executive Director of Transformation & Resources
Strategy monitoring body	Board, Group Remuneration & Governance Committee
Resident input into strategy	Customer Feedback data, Communitree data, Customer Experience Committee
Date for strategy review	March 2026
Linked strategies/policies	<ul style="list-style-type: none">• Communications Strategy• People Strategy and underlying policies• Health and Wellbeing Strategy• Value for Money Strategy• Customer Engagement Strategy• Customer Access Strategy• Community Investment Strategy• Development Strategy• Community Safety Strategy• Neighbourhood Strategy• Code of conduct• Whistleblowing Policy• Safeguarding Policy• Grievance Policy
Version/date	V10.2

1. What is Equality, Diversity and Inclusion (EDI)?

1.1 **Equality:** Equality is about ensuring that every individual has an equal opportunity in life regardless of where they come from, what they believe or whether they have a disability, i.e. to have 'a level playing field'.

The Equality Act 2010 refers to the following nine protected characteristics:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation

Throughout this Strategy more appropriate language has been used as we recognise that individuals' experiences go beyond the protected characteristics and intersect with one another.

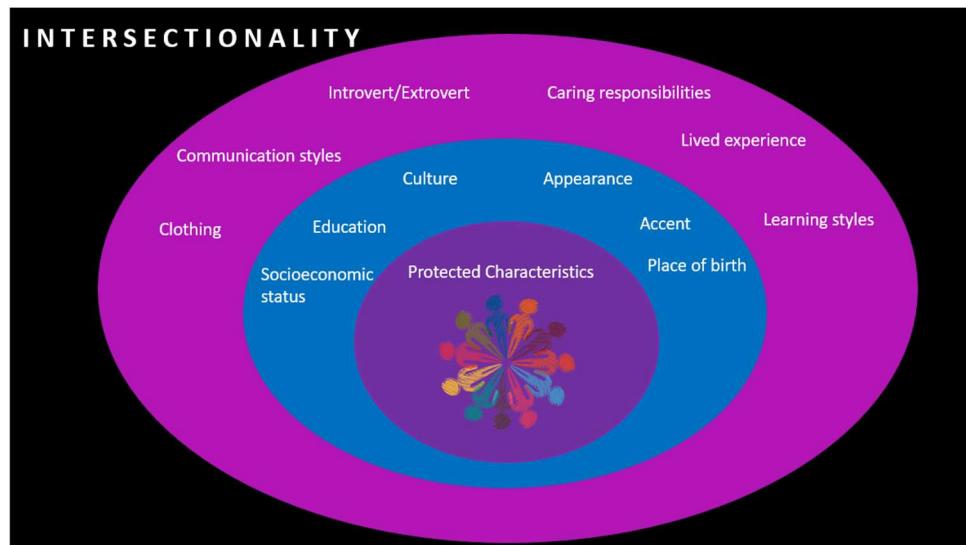
1.2 **Diversity:** Diversity is about what makes each of us unique and different, embracing and valuing it including our backgrounds, personality, life experiences and beliefs, all of the things that make us who we are. The benefits of diversity mean everyone is enriched by different perspectives.

1.3 **Inclusion:** Inclusion is when everyone feels they belong and can participate, and influence choices. This means individuals feeling supported, able to have a say and can perform to their full potential.

1.4 **Intersectionality:** People are more than a particular characteristic.

1.5 In order for our workplace and community to have access to a truly equitable service, we know we must co-create this with colleagues and customers. Our individual experiences can limit our understanding of others and the intersections in life that impact them. We must be equitable in our actions, not making assumptions about individuals' needs as part of a wider group.

1.6 We know the importance of not solely focusing on one particular area of 'diversity' at a time but through a range of intersecting lenses. This supports our learning journey and allows us to understand the individual impacts, advantages and disadvantages experienced by individuals in the community and business.



2. Where are we now?

- 2.1 Since the publication of our 2021/2022 Inclusion Strategy a lot has changed in the world, the housing sector and internally at WCHG. It is now more vital than ever that housing is bold and visible with its commitment to change and lead the way in creating a fair and equitable society.
- 2.2 The previous strategy was led and actioned by the Group's Inclusion Group, we recognise the passion and commitment this Group showed in moving the strategy forward. As that strategy now ends, we know more than ever how embedding EDI into our organisation is everyone's responsibility.
- 2.3 Although we didn't achieve everything outlined in our 2021/2022 Inclusion Strategy, increased resource, a renewed commitment from the Executive Team and a greater understanding from colleagues means we can be visibly ambitious about our plans for the next three years.
- 2.4 This strategy provides an overview of how we will enact our commitment to EDI. We will deliver our strategic aims, ensuring inclusive policies and procedures, guiding those involved with WCHG on how to embed EDI within the organisation.
- 2.5 This EDI Strategy sets out our ambitions and a new approach for the next three years. Our updated strategy will help us to take real action embedding EDI into our culture and practices.
- 2.6 The strategy has been developed using a range of data sources from across the organisation and the community. Without this data we wouldn't have a clear picture of the improvements needed. Some of the key influences have included our Communitree data, colleague and customer surveys and feedback to the EDI Specialist.
- 2.7 The following highlights three key points that will contribute to the success of this strategy:

- Firstly, that EDI is the **responsibility of everyone**, this strategy and ambitious action plan cannot come to fruition without every individual person at WCHG;
- Secondly that we have a longer, **ongoing journey** to truly embed EDI in all we do, this strategy is a commitment to that journey;
- Lastly that our actions need to be **relevant** to the individual and the time they are taking place, a lot has changed in the world and we need to **adapt** alongside this.

3. WCHG's Vision for EDI

3.1 Over the next three years and beyond:

- **WCHG will be an organisation known for visibly and vocally championing EDI in all it does;**
- **Leading the way in accessibility for all, supporting colleagues and customers by co-creating services tailored for them; and**
- **Supporting colleagues to thrive through education and action.**

3.2 We are not making a 'case' for EDI, we know its importance and it's what will make the difference for colleagues and customers experiences with and at WCHG. This updated strategy is an expression of our ongoing commitment to EDI and the vitally important part that it plays in all we do at WCHG.

4. How will we achieve this vision?

4.1 In order for us to become an organisation visibly and vocally championing EDI in all we do we have developed a framework to support us.

4.2 These key strategic themes and framework will run throughout and alongside all of our EDI work. They are fundamental to accomplishing our ambitious yearly action plans across the 3-years, holding us accountable and enabling us to measure our progress. This framework has been developed with the intersection of customers and colleagues needs in mind.

A	Accessibility
C	Co-creation
E	Education
D	Data

4.3 Our strategic themes can be summarised as:

- 1) **Accessible** to all colleagues and customers. WCHG will be an organisation led by its commitment to ensure it is fully accessible to all;

- 2) **Co-create** services and practices to meet the needs of everyone. WCHG will ensure it co-creates services to meet the needs of everyone it can;
- 3) **Education** and development to embed a culture where diversity and inclusion principles are fundamental;
- 4) **Data**, ensuring EDI actions are rooted in data and not assumptions.

4.4 **ACED** is bold in its aspirations, it applies to the entire business and beyond, we want our services and those linked to the work we do to be inclusive and equitable. We will be working with others to ensure they are exemplifying this.

4.5 **Strategic Theme 1: Accessibility** underpins all the work we do at WCHG, whether this is communicating with customers and colleagues, delivering services, building new homes or gathering feedback. We need our processes and services to be accessible to the people involved and to be able to easily feedback to us when they aren't. We cannot be an inclusive organisation without being actively accessible to customers and colleagues. Embedded within this year's action plan are defined actions on how we will enhance our accessibility services.

4.6 **Strategic Theme 2:** Our customer diverse customer base is constantly changing and in order to meet their needs, first we need to **co-create** services with them not for them. We will ensure that we meet those needs by considering the various ways in which our work impacts on them and allowing them to feedback to us. By involving customers as much as possible we ensure that we are meeting their needs and providing quality services for them.

4.7 We also want all colleagues to contribute and have a voice about what impacts them. WCHG is in a uniquely positive position as 42% of colleagues live within Wythenshawe. This means that not only will colleagues be able to feedback about what is important to them internally but means we have a view and a representation of residents of Wythenshawe more widely.

4.8 **Strategic Theme 3:** We recognise that there are learning gaps and for colleagues to fully commit and understand EDI, they need to have access to **education**. This will help to address the causes of discrimination and disadvantage so we can work towards removing these barriers.

4.9 We also recognise the unique position we have as a locally based organisation for our customers. We will be visibly celebrating, raising awareness for customers and colleagues on a range of Inclusion and Diversity topics, ensuring an informed working environment. Education is a core building block to making Wythenshawe the best place to live and work.

4.10 **Strategic Theme 4:** Our aim as an organisation is to be evidence led, and action orientated. To do this we need good **data**. As such, we will continue to design data measuring and reporting processes for capturing and maintaining accurate and relevant diverse data on colleagues, customers and the community, which will help to make effective informed decisions.

5. Roles and Responsibilities

5.1 Everyone at WCHG has a personal part to play in the implementation of the EDI strategy and is responsible for it. The commitment from our senior leaders to accomplish our vision ensures there is a clearly guided example and leadership for all colleagues across the business.

- **Board** has overall accountability for the delivery of our Equality, Diversity and Inclusion Strategy. The Board will monitor progress on this strategy and play a pivotal role in advancing our inclusion agenda over the next 3 years. As a part of this commitment the Board will receive regular updates on the progression of this strategy.
- **Group Remuneration and Governance Committee** will support the Board by monitoring process of the strategy's action plan, agreed measures and identified deliverables at each Committee meeting.
- **Group Leadership Team** are responsible for ensure that the working environment in WCHG is one that promotes EDI. To do so, it will ensure that all working practices are evaluated for their impact on EDI and that monitoring is in place.
- Our **colleague network 'Wyth Everyone'** will continue to support the work in the action plan. Without the group and the passion and knowledge of colleagues across the business we will not be able to achieve or be held to account for these actions.
- All **colleagues** are responsible for actively championing, promoting and participating in equality, diversity and inclusion in all areas of work and the action plan.
- **Involved Customers** have a similar responsibility as Board in that they will challenge the Group's commitment to the delivery of EDI.

6. How will we measure the success of this strategy?

6.1 To ensure this strategy is enacted to its fullest ability we will produce a new action plan yearly guaranteeing that the work that is conducted aligns with the changing needs of the organisation. The 2023 / 2024 action plan is attached as **Appendix 1** to this strategy.

6.2 To monitor the impact of the strategy, measures and targets have been developed. To ensure these aren't tokenistic targets, are responsive and relevant we will be evaluating them within the context of each year's action plan. With a recognition that actions and targets may span several years.

6.3 By 2026 we will:

- Have 90% accuracy for diversity data for customers;
- Have 90% accuracy for diversity data for colleagues;
- Aim for a 50/50 gender split at all levels of the organisation;
- Our workplace being representative of our communities at all levels, including ethnicity;

- Reduce our gender pay gap to 1.5% with an overall goal of the reducing the gender pay gap to nil;
- 90% of colleagues feeling comfortable talking about their culture, challenging behaviours and happy managing a diverse team;
- Improved satisfaction from systemically minoritized groups (customer and colleagues).

6.4 How we will do this:

- We will review our action plan yearly to ensure progress is being made and that actions are achievable;
- Individual actions will be monitored by our EDI specialist on an ongoing basis;
- We will update our Board and Group Remuneration and Governance Committee every 6 months;
- We will update our colleagues at regular intervals with opportunities for feedback and action against the strategy.

7. Regulation

7.1 The Regulator of Social Housing, our Regulator, is developing the new Consumer Standards which has one of its themes regarding transparency:

- Landlords demonstrate that they understand the diverse needs of the communities that they serve and their services reflect that.
- Customers understand, use and have confidence in the recourse that they have to get problems resolved.
- Provide choices, information and communication that is appropriate to the diverse needs of our customers in all of our standards.
- Treat all customers with fairness and respect.
- Demonstrate that we understand the different needs of our customers, including in relation to the equality strands and customers with additional support needs.