



Community & Neighbourhood Development Strategy 2023 - 2026

Date of approval	24 July 2023
Responsible director	Paul Seymour, Executive Director of Customers & Communities
Strategy monitoring body	WCHG Board/CXC
Resident input into strategy	Living Well Panel Communitree Engagement Customer Experience Committee awayday Acuity Survey
Date for strategy review	July 2026
Linked strategies/policies	Inclusion Strategy Living Well and Ageing Well Strategy (in development) Customer Engagement Strategy Communication Strategy Development Strategy (in development)
Statutory and Legal Framework	Regulatory Consumer Standards
Version/date	



1. Introduction

- 1.1 Wythenshawe Community Housing Group (WCHG) is the largest Manchester based housing association responsible for 13,700 properties providing a home to around 26,600 people – some 37% of the Wythenshawe community.
- 1.2 Our purpose is to provide good quality homes and services to our tenants and leaseholders and to play a leading role in creating safer, healthier communities.

2. Purpose and strategic guiding principles

- 2.1 The purpose of the strategy is to set out a framework to guide community development activity to:-
 - deliver the second part of our purpose – creating healthier, safer communities
 - achieve the objectives of the Living Well part of the Corporate Plan
 - work towards inclusive communities for all
- 2.2 The body responsible for approving and monitoring this strategy is the Customer Experience Committee with an annual report to Board against progress on the strategy
- 2.3 WCHG will adopt an Asset Based Community Development (ABCD) approach which utilises the strengths, capacities and resources of individuals and communities as a means for developing strong, inclusive and sustainable communities.
- 2.4 WCHG will adopt the LIFE model as a tool to identify where we can have the biggest impact for our tenants and residents, Wythenshawe and our business– see appendix A
- 2.5 The strategy supports the delivery of the following Tenant Satisfaction Measures:
 - Metric: TSM (TP11) - WCHG makes a positive contribution to your neighbourhood
 - Metric: TSM (TP05) – listens to views and acts upon them



- Metric: TSM (TP01) – how satisfied or dissatisfied are you with the services provided by WCHG

2.6 The Community and Neighbourhood Development budget for 2023/24 includes activities that deliver across all strategic themes as well as community specific work. This gives an indication of the direct investment and also external funds WCHG receives to deliver this strategy:

	Forecast spend (£) (23/24)	Strategic theme	Percentage of total budget (%)
Apprentices	557,121	More Homes	35
Digital Inclusion	61,224	Smarter Business	3.9
Youth & Play*	237,448	Living Well	14.9
Community Development	152,604	Living Well	9.6
Community Centres		Living Well	
• Bideford	24,868		1.6
• Benchill CC	166,818		10.5
• Lifestyle Centre	100,000		6.3
• Enterprise Centre**	30,000		1.9
Living Well Fund	150,000	Living Well	9.4
Other areas		Living Well	
• Grants panel	70,000		4.4
• Wythenshawe Games	40,000		2.5
Total	1,590,083		100

* £245,000 (over 2 years) grant application being considered by MCC, which WCHG would receive £75,000 per year.

**closed 30th June 23 for redevelopment

2.7 In total, almost 40% of the budget is supporting the delivery of other strategic themes as part of the WCHG corporate plan objectives.



3. What have customers and communities told us?

Customer Voice(s)

3.1 A recent customer satisfaction survey by Acuity in October 2022 told us that:

67% of respondents said they believed WCHG makes a positive contribution to the neighbourhood and 76% of respondents believed that WCHG treats them fairly and with respect

Community Voice ('Communitree')

3.3 WCHG led Wythenshawe's largest ever engagement event talking to almost 2000 people about what matters most to them. This included ensuring that we spoke to a diverse range of people, covering all demographics to ensure rounded picture was achieved

Takeaways from the consultation:

- People wanted to see more activities for young people
- People wanted to improve community activities for more diverse groups
- People wanted to get online more

Data and Insight from the ONS Census (Understanding Wythenshawe)

3.4 A significant piece of research was commissioned by WCHG to inform the Corporate Plan and provide data led insight into Wythenshawe, the place and its many communities.

'Understanding Wythenshawe' focussed on 14 key lines of enquiry, the full report is available on the [WCHG website](#).

Key Headlines and takeaways include

- 51% of WCHG homes is concentrated in the most deprived 5% of Lower Super Output Areas nationally



- 28.3% of people belong to other groups including White European and other minoritised ethnic groups
- The proportion of children getting English and Maths Grade 5 is 28-35% vs the national average of 50%
- 39% of households have at least 1 person with a disability that impacts their day to activities

4. External strategies

4.1 This strategy is cognisant of external strategies across a number of different agencies and aims to work with these (see appendix b)

5. Key focus areas

- Digital Inclusion – getting customers and communities online
- Community connections – supporting local voluntary organisations to increase their capacity and local offer
- Young People – supporting young tenants to improve their attainment at school
- Employment and Skills – making sure customers benefit from Wythenshawe's exciting growth
- Inclusion – creating inclusive communities where everyone belongs and has their voices heard

5.1 Connections – Digital Inclusion – what's the challenge?

5.2 The 'Understanding Wythenshawe' report showed that digital non-users are older, less educated, more likely to be unemployed, disabled, and socially isolated. Ipsos MORI identified employment status, educational qualification, and age as strong predictors of whether or not a household has internet access.¹

¹ For a useful literature review see [Robert Sanders, Iriss, 'Digital inclusion, exclusion and participation'](#).



Goal: WCHG customers and communities will benefit from accessible and affordable access to the internet as well as a comprehensive support offer to improve the skills and confidence of our customers to become more digitally savvy.

We will:

- Build on the [Greater Manchester Combined Authority digital pilot](#) to provide access to affordable high-speed connectivity for WCHG customers and communities. This is in partnership with business.
- Integrate digital inclusion as part of the WCHG transformation programme empowering customers to access services via self-serve and change their digital relationship with WCHG
- Deliver support for tenants with a support safety net for people who are digitally excluded within a commercially sustainable model.
- Use data and insight to pro-actively target WCHG tenants to benefit from low cost internet access and associated support.
- To co-ordinate support to tenants to become digitally included, from a variety of venues across Wythenshawe
- Develop partnerships with other agencies – health, education to ensure digital offer is accessed by our customers including access to the Internet of things (part of the Ageing & Living Well strategy)
- To secure external funding and resource to deliver for WCHG customers and communities.

Impact:

- Contribute to TSM (TP01) metric – how satisfied or dissatisfied are you with the services provided by WCHG
- Increase in people using self-serve as part of their relationship with WCHG
- Increase in low-price internet being taken up by customers



- Increase in people feeling digitally confident
- Increase in support offer for digitally excluded people
- Increase in people having access to devices in which to access the internet.

5.3 **Connections - Community Connections – what’s the challenge?**

- 5.4 Developing the capacity of, and connecting WCHG customers to the thriving voluntary sector is at the heart of this strategy.
- 5.5 Communities are best placed to find solutions to their own challenges and opportunities. This strategy seeks to work in partnership (being aware of risk/reward and different models – granting/commissioning/contracting) to help them do that.
- 5.6 It aims to amplify the impact local voluntary and community sector organisations have in providing networks of support, opportunities and resources to customers and communities.
- 5.7 A particular focus will be placed on engaging with organisations who engage with particular groups of people e.g. faith-based groups, LGBT+ organisations, women’s organisations.

Goal: Wythenshawe will have a diverse range of strong and active community groups who have capacity and resources to achieve impact for customers

We will:

- Deliver 10 ‘Community Connector’ events across the year, attracting a minimum of 30 organisations to network and connect.
- Support local organisations through grant making, commissioning and contracting to benefit WCHG customers.
- Develop effective, robust and transparent governance arrangements across grant making functions and partnerships with that evidence impact and create useful data led insights.



- Create a 'grants warehouse' with a single point of entry for grant applications.
- Manage and maintain a community directory available for customers, colleagues and the community about groups operating in their locality.
- Connect organisations to funders and support them with applications, with an initial target of £50,000 a year being awarded by external funders into Wythenshawe.

Impact:

- Contributes to TSM (TP05) measure – WCHG listens to views and acts upon them
- There is a strong, neighbourhood-based offer from a variety of organisations across all localities for customers to benefit from.
- Developed relationships with a diverse range of organisations that we can engage with to hear customer voices on service delivery, policies and reviews
- Organisations are networked and connected so they can work together to make the changes they want to see in Wythenshawe.
- An effective, transparent and robust approach to the governance of partnerships to create the best strategic partnerships
- More external income will be brought into Wythenshawe to increase provision

5.8 Communities that prosper: Young People – what's the challenge?

5.9 The 'Understanding Wythenshawe' report identified that Wythenshawe's population is both ageing and getting younger.

5.10 Many young people will become our future customers and tenants

5.11 Educational attainment remains poor and Wythenshawe has the highest levels of NEET young people in Manchester.



5.12 The Communitree event spoke to 345 young tenants who told us they wanted more to do, and older customers told us a similar story.

Research concludes “for Wythenshawe residents to benefit from this growth there will need to be continued improvements in educational attainment and skills levels for young people in particular”.

Goal: Wythenshawe’s young tenants will have a well-funded, co-ordinated, high quality youth offer to help them achieve their full potential.

We will:

- Work with teams across WCHG (Community Safety, Living Well) to provide direct pathways for young tenants to benefit from.
- Directly deliver and co-ordinate through local partners a variety of youth activities including, information, advice and guidance services, street-based work and youth clubs engaging with 500 young people a year.
- Work with primary and secondary schools to provide informal education opportunities to ensure young people achieve their potential and develop skills for life (e.g. healthy relationships, money management, climate emergency)
- Work with youth organisations across Wythenshawe to ensure a co-ordinated offer across all localities, responding to data led intelligence about challenges in neighbourhoods (e.g. ASB).
- Generate funding of £150,000 each year to support these activities, including grants, commercial income via schools.
- Continue to support school’s work co-ordinated by BW3 and increase number of WCHG colleagues as school and academy governors.
- Offer a bursary to support the talented young people of Wythenshawe to reach their aspiration through social value fund and other grant arrangements

**Impact:**

- Contribute to improving TSM (TP11) - WCHG makes a positive contribution to your neighbourhood
- Young tenants have access to specialist support to help them navigate through life
- Future tenants will have more developed life skills around money management, healthy relationships, drugs and alcohol to help them live well
- There will be a strong youth offer that provides activities for young people 6 days a week reducing levels of ASB
- More diverse funding streams secured reducing financial 'ask' of WCHG.

Employment and Skills – what's the challenge?

5.13 Wythenshawe is growing and becoming more prosperous. House prices are increasing, businesses are moving in and there are exciting, once in a generation plans for the redevelopment of the town centre.

5.14 This strategy includes a role for WCHG in making sure our customers benefit from this growth and it simply does not happen around them.

The 'Understanding Wythenshawe' report says that "there is poor outlook for an area such as Wythenshawe, which has a large part of its labour force operating in the low-wage economy".

Goal: WCHG customers (particularly young tenants) are experienced, skilled and ready to take advantage of Wythenshawe and Manchester's economic growth.

We will:

- Support 125 customers into good employment



- Deliver 20 work experience placements for customers through local business.
- Deliver 20 work experience placements at WCHG for young tenants
- Work alongside the procurement team through their strategy to challenge contractors as part of our supply chain to hire locally and provide opportunities for customers
- Provide opportunities within our workforce to attract, retain and develop young tenants by delivering 6 trade apprenticeships a year
- Work alongside the People Team to deliver targeted recruitment campaigns attracting all parts of our community
- Work alongside Living Well team and Financial Inclusion team to provide direct support for 300 customers who want to achieve employment, or improve their prospects of better employment by delivering CV, interview skills
- Work with schools, businesses and other organisations (e.g. BW3) to improve NEET outcomes for young people

Impact:

- Contribute to improvements on TSM (TP11) - WCHG makes a positive contribution to your neighbourhood
- Customers and future tenants have the skills and experience needed to access high quality employment opportunities and increase their household income.
- Securing talent for the future so we can achieve our ambitions future that reflects the customers and communities we serve
- Improve educational attainment in Wythenshawe and employment prospects of young tenants



- Effective use of the WCHG apprenticeship levy ensuring we maximise opportunities for the community as well as colleagues via People Strategy and the regulatory push for the professionalisation of the sector.

Inclusion – what’s the challenge?

6.1 The 'Understanding Wythenshawe' report showed that Wythenshawe is changing, with 28% of people identifying as being from ethnically minoritised groups or white European communities. Other takeaways include:

- In 2021 21.9% of residents had a disability which limited activities
- Wythenshawe has a majority female population who account for 51.9%
- The principal finding on religion is the rise in reporting no religion held, from 25.1% in 2011 to 39.1% in 2021. Christianity is the predominant faith, with Islam second, rising from 3.3% to 5.8%.

Goal: We will have strong and developed links with all parts of our communities so they can influence and shape what we do and how we do it, ensuring accessibility for all

We will:

- Create effective connections with diverse people and groups in the community and create space to hear voices around how we deliver services
- Bring together the voices of young people through the co-ordinating Wythenshawe Youth Forum
- Build on the Women of Wythenshawe programme to create forums in which to consult with women, and those who identify as a woman.

**Impact:**

- The voices of all parts of our community is heard to help us shape and designed services
- Policies and strategies will be informed by cross sections of community, underpinned by Equality Impact Assessments.

7. Multiplying the WCHG £

- 7.1 The team are well versed in securing significant income to support the delivery of activities and offset costs. This includes commercial income from room hire, catering, as well as securing contracts and grants to deliver specific activities of work. Last year around £1.2m was generated.
- 7.2 This strategy targets to leverage additional money for every £1 that WCHG invests by x3 generating additional impact across localities.

8. Centre & Wythenshawe hospital redevelopments

- 8.1 WCHG has a longstanding and exemplary record of delivering community and neighbourhood development activities spanning over 10 years.
- 8.2 The work is held in high regard by elected members as well as officers at MCC.
- 8.3 This represents a unique selling point and puts us at a competitive advantage against rivals and will contribute to making us a partner of choice for this once in a generation opportunity. We will offer this as part of our locality and place based presence in Wythenshawe.
- 8.4 We will use the approach in the Communications Strategy to continue to showcase our experience, strengths and capabilities in this area of work.



9. Monitoring and Review

- 9.1 This strategy will be reviewed annually by the Head of Community and Neighbourhood Development and reported annually to the WCHG board and will be monitored by the CX committee.
- 9.2 Tenant satisfaction scores will be used to measure the satisfaction levels of our customers.
- 9.3 Regular case studies will be crafted and shared demonstrating the impact of the work, and supporting the communications strategy
- 9.4 Board and committee members will be invited to attend a variety of events/projects
- 9.5 We will use an outcome star model within neighbourhood plans to understand what matters in localities, and work with stakeholders to make improvements.
- 9.6 Social Impact will also be captured on an annual basis



Annual deliverables

Digital Inclusion	Employment & Skills	Young People	Community Connections	Inclusive Communities
Work towards embedding DI standards in 'Good Landlord Charter'	125 customers into good work	Create a bursary scheme for talented young people in Wythenshawe	Deliver 10 'community connector' events across all localities attracting a min. of 30 organisations	Create effective connections with diverse people and groups in the community and create space to hear voices around how we deliver services
Develop a 'digital support map' for residents	Minimum of 6 trade apprenticeships delivered populated by diverse groups	Secure funding of £150,000 to deliver services for young people	Support groups to secure external funding of £50,000	Oversee and co-ordinate Wythenshawe Youth Forum to hear voices of young people
Contribute to channel shift activities by engaging customers across the business	20 work experience placements delivered	Delivered informal education opportunities in two local high schools	Create an effective and impactful approach to grant making	Build on 'Women of Wythenshawe' network to hear women's voices
Improve the digital skills of 750 residents	350 employability sessions delivered	20 work experience placements delivered	Manage, maintain and co-ordinate the 'community directory'	Create bursary for diverse groups
Develop effective partnerships with other agencies (e.g. health)	100 customers supported into training opportunities	Support BW3 schools' initiatives	Develop effective reporting techniques using Power Bi	Support community led activities e.g. Black History Month, Pride etc
Deliver a 'digital impact' campaign	40 employability events delivered	Diversify funding streams to reduce 'ask' of WCHG	Develop effective partnerships to bring more resource in (e.g. MACC)	