

# **Sticking Together**

**The effects of partnership working on cohesion in Wigan**

**April 2010**

To be healthy and happy,  
To grow but not rush to grow up.  
A good education and not to be bullied.  
To be successful and to be respectful.  
To love and respect me as much as I do my parents.  
To live in a place with local groups not gangs,  
And to feel that from here, they can go anywhere and do  
anything.

“A Wish List for Kids”  
Poem from Worsley Mesnes  
Here and Now Project 2009

## A Partnership Approach to Cohesion

Wigan Borough Partnership first made a public Statement of Commitment to Community Cohesion in 2002. Following this it;

- formed a Cohesion Commission to take an in-depth analysis of the state of cohesion in Wigan
- adopted the commission's report "Embracing Change" as the basis of its cohesion strategy
- agreed six outcomes that would demonstrate a cohesive Wigan with these principles adopted by all partners
- recently formed a cohesion, equality and engagement delivery group as part of its Building Stronger Communities Partnership and agreed annual cohesion priorities

## Telling our Cohesion Story

This summary tells the story of the work since April 2008. 'Embracing Change' described how persistent and unacceptable inequality goes to the heart of integration and cohesion in Wigan; that a cohesive community is an inclusive one and that the partnership had an opportunity to re-energise its approach to social inclusion. This is the approach the partnership has taken forward.

The work described here shows how we have approached cohesion as an outcome, our goal, and not as a discrete strategy or series of actions labelled as cohesion. We have;

- Developed cohesion as a by product of the way we do business
- Carried out work to foster participation, a sense of community
- Targeted work with specific groups or communities to address barriers to inclusion

- Worked to resolve 'rubbing points' that cause tension and breed resentment

We are doing a lot, and we feel the things we're doing are successful, but we clearly need to more. This summary doesn't try to capture all of our work in the past two years but does illustrate the approach we are taking. It also helps us to think about what we can learn from what we've been doing and about the gaps that need to be filled.

The summary touches on some of the work carried out by 3<sup>rd</sup> sector organisations in the borough. The contribution of voluntary and community groups to cohesion is central and very significant – a successful partnership approach needs to understand and acknowledge this.

## Measuring Effectiveness

The work we have carried out can be measured against different benchmarks;

- **A range of national indicators** including NI2 and NI7, which are described as cohesion measures. However, these broad brush measures alone do not provide a robust analysis of performance and there is an opportunity to develop a local 'basket' of indicators to complement these
- **The six outcomes agreed by the partnership in 2008;**
  - People in communities know their rights and responsibilities and act in responsible ways that respect the rights of others
  - People from different backgrounds have similar life opportunities, access to services and treatment

- People have a strong sense of trust in institutions locally to act
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- fairly and have a stake in the vision for their community
- People in communities recognise the contribution of those who have newly arrived (migrants, including refugees and asylum seekers)
- People have deep attachments to a particular place, with a focus on what they have in common
- People are connected and have positive relationships with people from different backgrounds in the workplace, in schools and other settings within neighbourhoods.

- implementing the WARM (Welcoming Asylum Seekers, Refugees and Migrants) strategy

Examples of how we have worked towards these priorities in the past year have been highlighted in the summary.

The summary is ordered against these six outcomes. The partnership is clearly carrying out significant work against each of its declared aims but we are often unable to make a direct connection between our actions and positive change in communities. Addressing this might involve developing local indicators that would measure cohesion impact consistently across all partnership work but could also involve reviewing the outcomes themselves. What do these outcomes mean to the partnership in terms of principle and practice?

- the four **priority actions agreed by the partnership for 2009/10;**
  - working with local communities to explore what 'belonging' in Wigan borough should mean
  - mapping our community in terms of disadvantaged groups
  - a media campaign, setting a tone locally of valuing and celebrating diversity



have also raised awareness of the difficult cultural background of some of our residents through events such as the Holocaust Memorial Day celebrations which take place in January every year and the displays, information and activities at the History Shop during Black History Month in October. Greater Manchester Police have arranged for a group of white Christian children to attend evening prayers at the Leigh Mosque and Muslim children's teachings to enable a greater sense of understanding and respect for one another's differences. Wigan Leisure and Culture Trust also ran an "Eat with Strangers" Arts project, setting up a variety of conversations between strangers over recipes from different cultures.

Ashton Leigh and Wigan Primary Care Trust have completed projects which have attempted to create greater understanding between Wigan residents and Asylum Seekers and Refugees. They run **cultural awareness** training for its staff and it has previously supported a very successful "Escape to Safety" multimedia project in schools in partnership with Wigan Council. This is a multimedia installation for schoolchildren to learn what it's like to be a refugee through an emotional experience. The Housing Options and Advice Team have been working with Hesketh Fletcher CE High School to produce a piece of theatre to help educate young people about the **realities of homelessness**.

Ashton Leigh and Wigan Primary Care Trust has commissioned **arts projects** for young people with, for example, Rafiki Motswako and Groundwork. The RED Team also supports the Rainbow Group in partnership with Adult Services, which is a social support group for BME Older People. WBP has recently agreed to promote a **befriending scheme**, an opportunity to volunteer as mentors for those recently arrived in the Borough, to its managers and staff.

Wigan Council has promoted **diversity awareness** amongst its staff through events such as Disability Awareness Week in 2009, with involvement from WLCT, which provided information and practical support to staff in working with customers with different needs. It also runs Employee Diversity Networks for staff interested in BME, LGBT and Disability issues. WLCT runs diversity awareness training amongst its staff with a focus on empathy for other people called 'Welcome to My World'.

We also have some mechanisms in place to report incidences where people do not get on well together. There are good connections between the Children and Young People's Services and the Police in recording incidents of **hate crime** among young people. Support for Wigan Arrivals Project (SWAP) and Leigh Asylum Seeker and Refugee Support (LASARS) are now hate crime reporting centres, and there are plans to expand hate crime support in Wigan in 2010 by co-ordinating qualitative data from the third sector, the Sentinel system used in schools to report bullying and reports of racist graffiti from Environmental Services. Hate Crime offenders now also carry out reparation work in the community as part of their sentencing.

Wigan Council's Youth Service runs **ByoU**, a project for young people who identify as lesbian, gay, bisexual or transgender. The project offers young people aged 11-25 years old the opportunity to meet and build friendships

within a safe and confidential environment. Project members plan a range of fun and educational programmes. The Youth Service also runs **Rafiki Motswako**, (meaning 'friend' in Swahili and "good stuff" in Sotho) for Black and minority ethnic (BME) young people aged 13 - 19 years from a wide range of ethnic backgrounds, cultures and religions. It provides support for young people in tackling issues at school, college, work and in the community. It helps young people access CYPS projects and other services such as health and leisure.

Schools in the Borough have a **duty to promote community cohesion** and prevent violent extremism. They are supported by the council's children and young people's services and use a toolkit for staff training and reviewing school practice called "Learning Together to Be Safe." It gives practical advice on recognising threats and vulnerability and building resilience in young people.

### Case Study 1 – Extremism in Wigan

The national Prevent agenda is aimed at putting in place measures to reduce the attraction of violent and anti-democratic means of change. Nationally there is a debate around the focus for this work and setting it into the context of Community Cohesion more generally. The Council's CYPS has secured funding through the Youth Justice Board to support young people who may be vulnerable to extremist messages. In other AGMA authorities this has been targeted at young Muslims. Wigan's demographics differ considerably however and due to the presence of far right activity in the Borough it was decided that this was better targeted at white working class communities, particularly those in Leigh. This has strong links with the Leigh Neighbours initiative using Connecting Communities resources. Peacemaker has been commissioned to deliver 36 direct interventions to vulnerable individuals including those who are already involved in radical activity. Training will also be provided to on around 120 staff from key agencies in Leigh to raise awareness and help create local solutions. A minimum of six staff will be provided with in-depth training to provide interventions from within their organisation and a tool developed to help identify vulnerability characteristics.

The council is also co-ordinating a partnership project with Kirklees Council, which has been recognised as good practice by the Bradford Schools Linking Network. The aim is to **develop links between schools in Wigan and Kirklees**, so that young people have the opportunity to meet people from a different place, with different traditions, to themselves, and therefore increase their understanding and respect for difference. As part of the preparation for linking with Kirklees, the Wigan school currently involved has received a visit from asylum seekers and refugees who attend SWAP. They discussed their experiences of coming to Wigan with the young people, who are now completing a module on 'hopes and dreams' and migration as a result. As well as the officers as Kirklees contributing a wealth of experience to this project having had significant involvement in the national Moving Here project and the nationally recognised 'Stories from a Suitcase' project, the project provides us with the benefit of being able to different experiences of migration – in the last census, Kirklees recorded a BME community of 14%.

**Wigan and Leigh United Against Racism (WLUAR)** is a non party political voluntary organisation that has been active in the Borough since 2002. They campaign against organised groups which promote racism and provide awareness training for organisations and in our communities. In the context of a changing demographic in Wigan it developed an anti-racism pledge in 2006 which many public services, including Wigan Council, adopted in 2007.

Many local people volunteer their time to help their neighbours or give time to a local community group which helps to connect people locally. Wigan Borough Partnership recognises the value and need for this type of social capital and has commissioned a **Volunteering Strategy** for the Borough which is being developed by Wigan and Leigh Council for Voluntary Service. This is expected to be reported on in September – a stakeholder conference is being held in June (alongside a number of other events) for Volunteer Week at which WBP will explore the key role volunteering has in addressing a number of aspirations in the Community Plan. This is seen as particularly relevant given the pressure on public funding over the next few years.

People in Wigan often form positive relationships with other people through membership of **local organisations and societies**. Many of these thrive in the Borough and are supported by the work of the Wigan and Leigh Council for Voluntary Service. Wigan Leisure and Culture Trust's People's Network and online Library Services support a directory of local groups and societies for residents to find opportunities to participate in work they are interested in.

The borough's **Community Networks** meet to support communities of interest in Wigan and to contribute to the development and delivery of the Community Plan. The Over 50s Forum, the Wigan Borough Heritage Network and the Wigan and Leigh Disability Forum are well established contributors to partnership activity and are represented at different levels within the partnership structure. The Faith Network is currently renewing its approach and is planning a programme of work for Inter Faith Week in November. The Just Us (LGBT) Network continues to develop and is involved in a partnership approach to International Day against Homophobia in May. The partnership is currently talking with members of BME communities to agree how best to support them in re-developing their network.

Wigan's Building Schools for the Future Programme aims to impact on volunteering and youth engagement. It aims to break down barriers through;

- a fair charging policy for wider community sport and physical activity
- targeting user groups and key sports
- using data to target specific areas including extending gifted and talented programmes for curriculum to club transition
- creating a range of after school multi clubs and physical activity opportunities across a range of abilities and interests with a focus on intervention linked to obesity

BSF will contribute to these through the flexible and specialised space model assuring effective intervention, advocacy and opportunities for engagement.

### 1.3 How successful have we been?

**Wigan's Place Survey result NI1 in 2008: 68.5%**

Wigan South 51.6%, Leigh 54.5%, Orrell BW 90.3%, Atherton 88.9%  
8<sup>th</sup> out of 13 AGMA authorities  
Bottom 10% in England

**Wigan's Place Survey result NI6 in 2008: 19.8%**

Wigan South 13.3%, Leigh 13.5%, Orrell BW 27.8%  
10<sup>th</sup> out of 13 AGMA authorities  
Bottom 20% in England

The Place Survey results suggest there is room to improve people's perceptions of positive relationships between those from different backgrounds and an opportunity to increase involvement in volunteering. However, the partnership is clearly engaging in a breadth and depth of activity across many of its services to help develop better relationships between people. Effective measurement of this work, on how it impacts on attitudes and beliefs, would perhaps allow us to provide a richer analysis of feelings of belonging in Wigan communities.

The council's experience of working to establish its Employee Diversity Network has shown the need to connect the work of committed individuals to policy development on equality issues. Work with minority employee groups can impact on workforce cohesion if these connections are made. Partners might also usefully consider how they can use their own workforce based activity to influence other employers in the borough.

## Outcome

### How are we currently measuring our success?

## 2.0 People have deep attachments to a particular place with a focus on what they have in common.

**National Indicator 002:** % of people who feel that they belong to their neighbourhood  
Measured by biannual Place Survey  
(This indicator will be removed from the National Indicator Set from April 2010)

### 2.1 Why is this important?

Research<sup>2</sup> has placed attachment to a particular place alongside feelings of general wellbeing, and satisfaction with the quality of life, for many residents. It is important that we recognise that people's idea of their "community" may be different to what we might expect and may be changing - we live in a society that offers many different ways of belonging. The fact that people's primary loyalties may lie in parallel with, or in conflict with, their loyalty to their neighbourhood can contribute to poor community relations.

Residents recently took part in focus groups for the Council's 2010-2013 Equality Scheme. They generally told us that people in Wigan feel positive about the Borough's history, which helps to provide strong family support networks, and a sense of identity and belonging. However, people also felt that the borough's communities are quite traditional, and can be parochial, and that people can identify more with their local neighbourhood or township (as defined by them – not necessarily partnership boundaries) than with Wigan borough as a whole.

### 2.2 What have we done?

Wigan Borough Partnership has committed to fostering a sense of Wigan identity, and enabling people to feel more closely connected to Wigan's public services, by developing the WiganLife brand for borough wide and partnership initiatives. The **WiganLife awards** held in March 2010 celebrated the individual and community achievements of Wigan people under a range of categories and recognised their work on behalf on the wider public sector (*09/10 cohesion priority*). The partnership holds an annual **partnership convention** which includes representatives from public agencies alongside third sector organisations such as tenants' and residents' associations. The event provides a forum for those organisations who have a stake in the Borough's future to discuss the implementation of the Community Strategy.

Greater Manchester Police have also worked at creating a greater level of identity for localised public services and staff. They have linked this specifically to people's feelings of belonging. Greater Manchester Police's

<sup>2</sup> Home Office Community Cohesion Unit (2003)

**(GMP) Community Support Officers** (PCSOs) created presentations and literature, in many different formats, for Wigan's older people. This was adopted as best practice at force level and GMP feel this has assisted in giving older people a sense of ownership in relation to police services.

### **Case Study 2: Here and Now project**

Experienced arts practitioners were commissioned to deliver a 10 week cohesion project, working with two different communities, Higher Folds in Leigh and Worsley Mesnes in the Wigan. Using a combination of art forms including dance, drama, music and visual arts, the achievements and elements from the project were showcased at this year's WOW festival, (Wigan One World Festival) on August 2<sup>nd</sup> at Alexandra Park in Wigan. This particular festival is seen as a flagship for diversity in the borough, and attracted over 9,000 people on the day. The project also published a book of poems written by the residents who took part, demonstrating their feelings about their neighbours and where they live.

The project worked from a 'community centred' perspective, identifying and exploring people's senses of place, their identities and feelings about how they fitted in with their communities. It was highly creative and innovative without being threatening or out of reach for the participants. It used the interpersonal skills and qualities of the artists to help develop skills within communities. The project illustrates the arts as a clear and important vehicle to enable positive change. It supported community organisations and individuals of different ages to integrate and build confidence to help establish a sense of place, belonging and identity (*09/10 Cohesion priority*).

Since 2008, the partnership has developed its **PACT** (Partners and Communities Together) programme in each of the township areas. Through a range of engagement methods, local people have the opportunity to express their concerns about neighbourhood issues and how they'd like to see these addressed. PACT newsletters are used to provide feedback on issues as they are tackled and to promote the work local residents are involved in themselves.

A **multi-cultural food festival** held in Marsh Green was organised in April 2010 by the PACT working group in partnership with a range of agencies including Neighbourhood Teams, Pemberton Policing Team, and Groundwork Trust. This had the dual aim of increasing people's awareness of their local public services and enabling them to get to know the people who live in their neighbourhood better. Over 500 people attended the event in Marsh Green with really positive feedback. A partner agency commented "we now have enough people to set up a group .....as this is one of our target areas and is traditionally hard to engage - the day was a real success." There are other examples of this kind of event in other localities; for example, a similar day was held with a younger audience in Ashton earlier this year.

The partnership has recently established a **Cultural Exchange** project group. Its objective is to encourage all communities, including long standing ones, to celebrate their culture and to take the opportunity to engage with others. The

group is currently producing a calendar of year long activities and is developing new opportunities for interaction and awareness raising.

Wigan Leisure & Culture Trust (WLCT) has supported cohesion through **sport and physical activity** by working with partners to provide opportunities for people from across the community to become more active together. This has involved working with the voluntary and professional sports clubs to provide facilities without barriers to participation. Wigan has a strong community sport club infrastructure - over sixty of the clubs in the Borough are nationally accredited as providing facilities that are accessible and that recognise the needs of all members of the community including those with a disability, young people, women, people from black and minority ethnic backgrounds and people from the most economically deprived communities. WLCT has provided advice and support in planning and funding applications, providing coach and volunteer education and qualification courses in safeguarding vulnerable groups, and practical support in spreading the range of programmes available.

### 2.3 How successful have we been?

**Wigan's Place Survey result NI2 in 2008: 58.6%**

Hindley Abram 48.3%, Leigh 65.4%, Golborne Lowton 64.3%

4<sup>th</sup> out of 13 AGMA authorities

Average in England

Although the Place Survey result is reasonably satisfactory, we are not clear as to what impact our actions have had on people's feelings of belonging. We need to be clear about what we mean by 'deep attachments' and how we intend to measure what we 'have in common'.

In terms of focused work carried out by the partnership, this outcome is perhaps under developed. As well as clarity in what change we'd like to see, we also need to consider further the actions we can take to make this happen

## Outcome

### 3.0 People have a strong sense of trust in institutions locally to act fairly and have a stake in the vision for their community

## How are we currently measuring our success?

**National Indicator 003:** % of people involved in civic participation in the local area

**National Indicator 004:** % of people who feel they can influence decisions in their locality

**National Indicator 140:** % of people who feel they have been fairly treated by local services

Measured by biannual Place Survey

**LAA priority 6:** Increase people's and community's perception of control over their own lives or where they live

### 3.1 Why is this important?

Helping people to influence local decisions is an important part of their feelings of ownership of an area and their satisfaction in it.<sup>3</sup> It is also important that people feel they have had a fair say about issues that affect their lives and that they don't feel other people's concerns are taken more seriously.

In putting together the current Community Strategy in 2008, the partnership agreed that it needed a much clearer focus on understanding the aspirations of local people. It launched VISION2026 to listen to what local people think need to be the long terms aims for the future of the Borough. The VISION2026 process involved a series of conversations with groups of local people about their positive vision of how Wigan will be in 2026, when babies born in 2008 would become adults, allowing people to reflect on the big issues it might be possible to change over time. Through this process, the partnership committed to developing a shared vision with its communities (the results of this work can be found at <http://www.wiganlife.com/Partnerships/Partnership Working/>)

### 3.2 What have we done?

Each October during **Local Democracy Week**, the council delivers a programme to highlight how local democracy works and how residents can get involved in making important decisions. Projects have included budget consultations with young people and community networks; Question Time events in the Council Chamber and in schools; an online "I'm a Councillor...get me out of here" game and events in local areas to promote the role of a ward Councillor. In 2009 there was a substantial increase in the number of participants in total – 804 up from 434 in 2008. This was largely due to the popularity of the "I'm a Councillor..." game which was very well used by schools and pupils outside the classroom.

<sup>3</sup> Giving more people a say in local spending, Department for Communities and Local Government 2008)

### Case Study 3 – U-Spend 2009

In 2009 the events of Local Democracy Week helped to develop mainstream involvement work relating particularly to young people. The Youth Participation Manager built on the momentum of previous work and established a young people's Cabinet which became formally constituted in 2009. During Local Democracy Week the young people's Cabinet hosted a special meeting with a wider group of young people to consult on the Children and Young People's Budget.

The event was attended by over 40 young people. Cabinet members and senior officers from CYPS presented to the young people on the budget and provided information on the what the money must be spent on the potential flexibility within it. The group used a "Sticky Wall" "Gold" Bars to explain how the money is distributed under a series of headings (i.e. Education, Social Care, Sure Start, Schools etc.) and then held a discussion on what they would like to see the remaining budget spent on. There was some good discussion and the results were then presented to Cabinet by some of the young people themselves.

The partnership is developing **Getting Involved** - an interactive database, providing an immediate information directory of "routes" to getting involved in the work of the partners which will be launched this summer. The resource will match opportunities with community members covering such things as tenant and residents groups and area forums through to starting a Homewatch, being a school governor or being a magistrate. By identifying their own areas of interest, and commitment they are able to make, community members will be 'guided' to the opportunities to get involved that they might value.

Wigan Council's **Citizens' Panel** is made up of approximately 1,200 adults aged 18-80 who represent the population of the borough and provide a local perspective. They receive questionnaires four times a year and are asked to take part in focus groups, workshops and interviews. Panel members receive a quarterly newsletter informing them of survey findings, proposed actions and achievements.

The overall spend on **small grants** to the voluntary and community sector in Wigan for 2009/2010 was £761,374.00. Within the co-ordinated approach in the Borough there are 14 grant schemes available all using one common form which means the process is much simpler for organisations to apply for grants. There are community and voluntary sector representatives involved in the decision making process. In 2009/2010 a total of 478 grants were made to 350 organisations. The funding supports smaller neighbourhood projects and is designed to encourage broad participation.

Development of the **Partners and Communities Together (PACT)** approach has allowed partners to engage with residents directly on neighbourhood issues that can be tackled together, developing area priorities and neighbourhood profiles. Greater Manchester Police has further developed its "Street a Week" (SAW) campaigns to target small local areas and address

residents' concerns. These are being fed back through the PACT newsletters which take a "You Said, We Did" approach, giving residents direct feedback. Both PACT and SAW processes were piloted in Pemberton and developed as best practice across division and then force. PACT has been particularly effective on the Landgate Estate where a multi agency project action plan has been progressed. GMP hold surgeries in tandem with existing residents' group meetings and also have joint surgeries with Compassion in Action.

Raising **awareness of the work of public services** is a key element to the work. For example, GMP has run a competition in local schools to create crime prevention literature and promote their work. Greater Manchester Fire and Rescue's experience course is delivered to young people across the Borough to provide them with positive activities and role models and acts as a prevention measure, as they discuss reasons behind hostility to fire fighters.

The **Big Reward** is being planned by the partnership as an opportunity to involve local communities in allocating Performance Reward Grant. The **Township Forums** have a community leadership role in supporting and enabling local partnerships and agencies to work together and engaging local people in working at a local and strategic level. They work to ensure that local people's views are listened to, resulting in local action plans. Local people will put forward bids for the Big Reward by August 2010 for amounts from £5,000 to £100,000. Local Township Forums will shortlist the ideas and run an exhibition on the top five on what goes forward the one they want to win.

Our **Local Involvement Network – Health and Care Together** currently have three task groups. The first, the 'Older People & Hospital Discharge' group is focusing on identifying the experience of older people following their hospital discharge. It will consider whether the discharge process is focused on the individual and meets the needs of older people and whether the discharge arrangements meet current local and national policy. The second group is working on 'Access to Better Health Care for People with Learning Disabilities'. The third task group 'Access to Primary Care Services' is an ongoing survey focused on finding out from people within the Borough if there were any recommendations that could be made to service providers to improve access to Primary Care Services.

### 3.3 How successful have we been?

**Wigan's Place Survey result NI3 in 2008: 9.5%**

Atherton 4.7%, Hindley Abram 5.2%, Wigan North 15.6%

13<sup>th</sup> out of 13 AGMA authorities

Bottom 5% in England

**Wigan's Place Survey result NI4 in 2008: 23%**

Hindley Abram 15.2%, Tyldesley Astley 18.4%, Ashton Bryn 29.4%

13<sup>th</sup> out of 13 AGMA authorities

Bottom 10% in England

**Wigan's Place Survey result NI40 in 2008: 66.1%**

Wigan South 56.4%, Golborne Lowton 78.4%

7<sup>th</sup> out of 13 AGMA authorities

Bottom 10% in England

We have begun work to look at what influences feelings of unfairness, and how we need to respond, through a segmented analysis of place survey respondents. We want to be able to;

- develop responsive services that encourage and reflect customer feedback
- target resources towards priority groups and services
- connect with communities in ways that work for them

We now need to build on the work we've carried out using customer insight classifications to include aspects of identity. The Place Survey results appears to be telling us that few people feel they are able to influence what happens and have little say over change. This appears to be particularly true for more deprived communities, and for those residents who are not benefiting from targeted support but are aware of the support that others do receive.

The work we are progressing on segmentation shows us that there are various factors at work here including communication between public services and residents; representative and inclusive consultation and involvement, and important decisions which may have adversely affected some residents.

It is also true to say that much work has been undertaken since 2008 which we might expect to impact on the results of the survey carried out this autumn. Some of the questions were repeated in the 2009 Citizen's Panel and although we need to place a caveat that the two surveys as they use different methodologies and therefore the results aren't directly comparable, we still might get an indication of our direction of travel. The percentage of people who think that people from different backgrounds get on well together is up by 6% to 75%. The percentage of people who have belonged to a group(s) that make decisions affecting the local area (civic participation) is up by 7% to 17%. The percentage of people who feel they can influence decisions in their locality is up by 5% to 28%. The percentage of people who agree they have been treated fairly by local services in the last year is up by 4% to 70%. Finally the percentage of people over 65 satisfied with both home and neighbourhood is up 4% to 83%

However, the partnership is conscious of the need to do more to reveal the 'hidden voices' of those most excluded, often through disadvantage, from existing engagement approaches. It is continuing to review its community engagement policy and practice to address this.

## Outcome

### 4.0 People in communities know their rights and responsibilities and act in ways that respect the rights of others

#### How are we currently measuring our success?

**National Indicator 017:** % of people who believe that anti-social behaviour is a problem

**National Indicator 021:** % of people who believe that anti-social behaviour is dealt with effectively

**National Indicator 023:** % of people who believe that people in their area treat one another with respect and consideration  
Measured by biannual Place Survey

#### 4.1 Why is this important?

Respect for cultural differences such as between the young and the old and between different faith groups, while at the same time respecting a level of agreed common behaviour, is key to community cohesion<sup>4</sup>.

During some of the Leigh Neighbours Project work residents in the project area told us that they feel some tenants behaviour (and some private landlord management of their properties) are not helpful to their neighbours. This is creating a level of resentment among the long standing community in the area towards newcomers who are being perceived by some residents as being responsible for this.

#### 4.2 What have we done?

Greater Manchester Fire and Rescue Service target their cohesion work specifically at young people who have been involved in **fire related anti social behaviour** and those who have been excluded from school. These are identified through work with the Council's Neighbourhood Teams. The course provided by GMFRS stresses the implications of deliberate fires and hoax calls and aims at preventing this kind of repeated behaviour.

**Community Payback** has focused on making offenders' reparation work visible in the community so that residents can see justice being done and so that the work acts as a deterrent. Community Payback projects are community based and members of the community nominate areas they wish offenders to work on. The local delivery unit also runs a number of luncheon clubs for elderly residents in the Borough. Integrated Offender Management Project (Spotlight) volunteering and mentoring are being pursued with the Community Safety Unit and good citizenship principles are focused on all offending behaviour programmes.

Greater Manchester Police's **Nowt 2 Do Project** involves staff working alongside CYPS to provide positive activities for young people and the project acts as a referral for those who have received anti-social behaviour contact

<sup>4</sup> Building a Picture of Community Cohesion, Home Office et al (2003)

cards. **KICKZ** engages young people on the Hag Fold and Shakerley Estates and has assisted in reducing ASB incidents.

**Wigan and Leigh Housing** provide information packs in the form of advice notes to educate those who attend SWAP and LASAR services in regard to their rights and responsibilities with regard to housing. The Refugee and Migrants Forum is launching a web based **welcome pack** during Refugee Week in June this year. This resource is designed to provide support to any new arrival in the borough and includes advice specific to asylum seekers, refugees and migrants. It considers both the rights to residents and the responsibilities expected of them (09/10 cohesion priority)

### 4.3 How successful have we been?

<p><b>Wigan's Place Survey result NI17 in 2008: 26.1%</b> Wigan South 40.7%, Orrell BW 7.6%, Standish AS 15.1% 7<sup>th</sup> out of 13 AGMA authorities Bottom 20% in England</p> <p><b>Wigan's Place Survey result NI21 in 2008: 19.7%</b> Atherton 11.9%, Tyldesley Astley 26.9%, 12<sup>th</sup> out of 13 AGMA authorities Bottom 5% in England</p> <p><b>Wigan's Place Survey result NI23 in 2008: 40.4%</b> Wigan South 55.0%, Leigh 54.8%, Orrell BW 20.7% 8<sup>th</sup> out of 13 AGMA authorities Bottom 20% in England</p>
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This outcome is perhaps the most difficult for the partnership to measure progress against. We have not set a specific benchmark for rights and responsibilities as a partnership or undertaken work within communities to agree with local people what this should mean locally.

Most of our activity is focused on the consequences of law breaking or the breaching of regulations within institutional settings such as schools. Our data around anti-social behaviour shows us that even where we are able to measure these specific instances there can be a mis-match between performance and perception. ASB incidents are currently running at 20 per 1000 head of population which is below the GM average but perception as ASB as a problem is above the NW average at 26%.



## Outcome

### 5.0 People from different backgrounds have similar life opportunities, access to services and treatment.

#### How are we currently measuring our success?

**LAA priority 20:** Narrow the attainment gap between our most disadvantaged communities and the population as a whole (achievement of 5 or more A\*-C grades at GCSE or equivalent, health indicators including CHD, stroke and cancer, levels of worklessness, index of deprivation)

#### 5.1 Why is this important?

Places that contain particular hotspots of deprivation are likely to be more prone to social conflict<sup>5</sup>.

Wigan is comparatively deprived economically. It is the 67<sup>th</sup> most deprived local authority in England (out of 354)<sup>6</sup> with many places in the Borough being in the top 10% most deprived nationally. Young people in the more deprived areas of the borough are not achieving the GCSE results of those in more affluent areas.

On average, people in Wigan are dying younger than the national average - This is a particular issue relating to people dying early from CHD, stroke and cancer. Locally, it is clear that there is a strong link between these early deaths and deprivation – more people who live in deprived areas die early from these conditions.

Wigan's Local Area Agreement (LAA) identifies high levels of worklessness, low skill levels and low levels of enterprise as key priorities for the Borough. In our most deprived areas, the rate of those claiming Incapacity Benefit has hardly changed since August 1999 compared to an overall reduction in Wigan.

The Equality Schemes of both Wigan Council and Ashton Leigh and Wigan PCT recognise that deprivation is a significant factor affecting equality of outcomes for local people. However, the partnership appreciates that it needs to develop a more nuanced understanding of this issue – looking at how deprivation interacts with people's social identity (their age, gender, ethnicity, religion, sexual orientation or disability). Work is underway to enhance our understanding of this issue locally.

Wigan Council's Children and Young People's Service collects and analyses accurate data on Wigan's young people's first language, ethnicity, religion or belief and socio economic background. Although these figures only relate in the wider sense to families with school age children, they are used as a

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<sup>5</sup> Understanding and Engaging Deprived Communities, Home Office (2004)

<sup>6</sup> Indices of Multiple Deprivation Department for Communities and Local Government (2007)

source of current data and are used to supplement the 2001 census to provide us with an annually updated picture.

Around 30% of Wigan's population is under 30, and around 25% is over retirement age. Just over 50% of the Borough's population is female. Different religions are represented – nearly 87% described themselves as Christian in the 2001 census; some people also recorded in the census that they are Muslim, Hindu, Sikh, Buddhist and Jewish. In schools, around 4% of young people (about 1700 young people) come from an ethnic background other than White, British. Nearly 12% of people in the Borough describe themselves as having a disability – with around 23% of people over 65 reporting that they have a disability. Based on national estimates, around 6% of the population (around 18,500 people) are lesbian, gay or bisexual.

## 5.2 What have we done?

The partnership has worked to challenge the obstacles to equality outcomes that can result from both deprivation and people's social identity. Wigan's **Local Area Agreement** (2008-2011) includes 28 priorities that public services have agreed are the most important for improving life chances.

An ongoing evaluation of the commission to tackle **worklessness** amongst residents with mental health problems has been carried out by EKOSGEN. From April 2008 to March 2009 90% of people stayed on the programme to address barriers to learning and employment through small group work, job search and links with employers designed to build confidence. The project exceeded its set job outcomes and 22 clients have entered full time employment against a target of 38, which is a solid achievement in the current climate.

The **Race Equality Development Team** commissioned by Ashton Leigh and Wigan PCT carry out regular community engagement with BME communities and support organisations. They are then able to both raise issues at a strategic level within the PCT and wider partnership and to plan specific interventions that help BME communities access health services. They are also supporting improvements in our understanding of the health of specific groups. They have commissioned a needs assessment of Eastern European Roma by the Citizens Advice Bureau which is currently doing home visits in Leigh as part of an advice and support project. Previous needs assessments have included Gypsy/Traveller health, health of women and child asylum seekers and refugees. These projects enabled CAB to expand provision for direct face-to-face support. This has informed the commissioning of the expanded Homeless & Vulnerable Persons Health Service and mental health services. They have also has match funded, with the council, a post to map the needs for ethnic minorities with learning disabilities.

**Wigan and Leigh Housing** consulted with the Refugee and Migrants Forum when reviewing their allocations policy, have run training and question and answer sessions with refugees and asylum seekers who access the services on homelessness and allocation rules, and have specialist officers who work to ensure that various groups such as young people, victims of domestic abuse and offenders can access the service effectively. Regular surgeries

take place at various locations in the borough including her Majesty's Prison Forest Bank.

#### **Case Study 4 – Bedford High School**

Groundwork has run a three year project out of Bedford High School in Leigh designed to benefit young people from minority ethnic groups who arrive in Wigan borough with a range of educational experiences and various levels of skill in English language. Behavioural and motivational issues are significant for many, impacting on their ability to integrate with mainstream education.

The project addresses personal and social needs and offers alternative options to improve the educational opportunities and experiences for this group of young people. There are also benefits for the school who can find it hard to cope with young people who have poor language, literacy or numeracy skills, particularly in years 10 and 11 when the curriculum is geared towards GCSE preparation.

The objectives of project activities are to promote understanding and tolerance, improve personal independence and improve family relationships and employability. The project addresses these issues through stimulating activities that build confidence and self esteem and encourage creative thinking. Activities focus on team working and the development of interpersonal skills which enable young people to communicate more effectively and make their views heard constructively. There is a focus on arts and creative learning incorporating group sessions, individual support and team building activities. The inclusion of ESOL enables them to cope with learning and feel more integrated with mainstream education.

Although primarily centred on young people, the nature of the project ensures that parents and the wider community are also involved.

Wigan Leisure and Culture Trust delivers a number of projects designed to promote inclusive provision of **sport and physical activity**. The Active World programme, developed in partnership with the voluntary sector, provides a range of sport and physical activity opportunities to people from black and minority ethnic communities with a range of activities including football, swimming, table tennis and aerobics. The programme seeks to engage participants from this community and work towards integration into 'mainstream' delivery. The Sports Development Unit run a series of programmes aimed at target groups including the Girls Allowed project which focuses on teenage girls, traditionally a group that experiences low participation rates, and a number of activities focussed at disabled participants with the inaugural Greater Manchester Disability Youth Games being held in the Borough in 2009. The Active Living team meanwhile provides a range of activities aimed at older adults and those with mental illness and learning disabilities.

WBP has entered into a Knowledge Transfer Project with **Edge Hill University** to develop a decision making model that brings together neighbourhood, identity and segmentation data within a management

framework to improve service quality. This is part of the partnership's response to understanding that we need to know more about how need is affected by social identity (*09/10 cohesion priority*). However we do already respond with specific interventions where we have been able to identify need. For example;

- fire risk reduction support tailored for the hearing impaired , young people and older people (GMFRS)
- dedicated surgery on the Shakerley Estate to particularly help minority groups report incidents to the police (GMP)
- additional resourced police officer has been funded in Scholes with a focus on providing greater resilience, reassurance and visibility in this area. Main additional resources have also been placed in the Douglas and Westleigh areas.
- GMP provided additional support to other hard to reach communities due to the number of reported incidences in their "Street a Week" campaigns
- the development of Leigh Sports Village as an inclusive and accessible facility including Wigan and Leigh Disability Partnership and Playing for Success Classroom
- Wigan Leisure and Culture Trust's Play Section has provides play services particularly for the Gypsy and Roma community which includes regular activities and summer schools

Partners also engage with users and potential users of services through **support structures** intended to improve service delivery. Examples of these include the Learning Disability Partnership Board, People's Voice (mental health), Communik8 (young people), Tenant Participation, Wigan and Leigh Disability Arts Network and the Disability Sports Forum

Wigan Council's Adult Services have organised **community information days**, providing information directly to community and voluntary group representatives that can be used to support their vulnerable members. Information that has been made available includes AWARM, Digital Switchover, Luncheon Clubs/Community Meals, Active Living, Supporting People, Trading Standards, Community Payback and on Groundwork. Group members meet other people that they may not have come into contact with otherwise. Groups have reported linking up together as a result of these days, and being able to signpost members with health difficulties to other organisations who can support them.

Adult Services also encourages groups to use the **Older Person's Directory** to find out about services, and also promote their own services on this website. Groups have reported that they have been approached by new people wanting to get involved with them as a result of having a page on the directory. They also produce the Older People's Network newsletter and send it to community and voluntary groups, churches, day centres and sheltered housing. They ask the recipients to share it with their members to spread information about services as widely as possible. The newsletter is also put onto CD and sent out to the groups providing services for people with a visual impairment.

### 5.3 How successful have we been?

A lot of the work around this outcome by individual services relates to achieving equality objectives. Services understand that their customers have different needs and may have barriers to accessing what they need. However, we are not always able to connect our personalised services with improvements in cohesion.

Wigan's 2008-2011 Local Area Agreement contains priorities and targets all concerned with achieving equality objectives. By the end of 2009/10 we had achieved 67% of our targets and are currently at 53% of our overall targets to be achieved by March 2011. A threshold of 60% is needed for the partnership to draw down any Performance Reward Grant (40%).

During 2009/2010 excellent progress has been made in reducing homelessness and use of temporary accommodation. Mortgage repossessions are down 47% on the same point last year (compares well with national drop of 35%). 123 new affordable homes were delivered which well exceeded our target of 85. Good performance in the proportion of non-decent council housing has been sustained and improved with Wigan being one of the best performers nationally.

Worklessness is still a big problem in the Wigan Borough with little evidence of the gap narrowing with national or regional averages. 17.9% of working age population are claiming key out of work benefits, a figure which has steadily increased since May 2008 largely due to the impact of the economic recession. There is still a stark and very persistent gap between the 3% most deprived LSOAs and the rest of the Borough. Adult skill levels within the borough, whilst still behind the national average, are showing a real improvement. For example, the proportion of the working age population with a Level 3+ qualification has grown from 40.4% to 43.75%.

The mortality rate within Wigan continues to fall and latest data shows we are making good progress in narrowing the gap with England. This is largely due to closely following patient pathways and a whole range of preventative measures.

Wigan is currently seeing unprecedented numbers of children in care in line with increases seen across the country. This has led to difficulties in sustaining suitable and stable long term placements for children in care and we are currently performing well adrift of our LAA target. The number of young people aged 16-19 who are not in education, employment or training (NEET) has reduced substantially from 8.5% in 2008/09 to 6.8% in 2009/10, representing a huge achievement, particularly in the current economic climate. Disappointingly, the achievement gap between pupils eligible for free school meals and their peers has widened for key stage 2 and stayed much the same for key stage 4 in 2008/2009 academic year.

The rate of teenage conceptions within the borough, whilst still above average, has shown the biggest reduction (-6.9% on 1998 baseline) since the launch of the teenage pregnancy strategy.

**Outcome**

**How are we currently measuring our success?**

## **6.0 People in communities recognise the contribution of those who have newly arrived (migrants, including refugees and asylum seekers.)**

We do not currently have a specific measure for our activity

### **6.1 Why is this important?**

The global trend towards multiculturalism means that local communities are changing. Encouraging people from different backgrounds to interact and accept both their differences and what they have in common will lead to greater community strength.<sup>7</sup>

The Leigh Neighbours initiative has asked for the views of residents living in the 1700 properties covered by the project area on the most important issues to be resolved to improve their satisfaction with the area. The project team was already aware of tensions between a number of migrant workers from the Roma and Czechoslovakian communities settling alongside a longstanding community in a context of low house prices and transient tenancies. Some of the views expressed from residents reflected discontent with the changing population and the perceived behaviour of new residents.

Wigan experienced the highest percentage of votes for the far right British National Party amongst AGMA Authorities in the 2009 European Elections. . In the 2010 local and general elections, alongside a small number of candidates for the England First Party, the BNP will field candidates for 3 out of 4 Parliamentary seats in Wigan and 19 out of 25 local seats.

The partnership has commissioned Manchester University to carry out research into right-wing extremism in the borough and its likely impact on cohesion. Work elsewhere in the NW has found that extremism can develop in areas of socio-economic deprivation but that the dimensions to this are complex and layered, and may in some circumstances be specific to an area. Their report is due in May (09/10 cohesion priority).

### **6.2 What have we done?**

**Wigan and Leigh Housing** have openly publicised its new proposed allocations policy in the local press, Housing Matters and Borough Life with the aim of dispelling myths among residents about “Who gets a council house?” When individual complaints are received, the company liaises directly with the complainant to explain exactly how the system works.

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<sup>7</sup> Social cohesion in diverse communities, Joseph Rowntree Foundation, 2007

The **WARM (welcoming asylum seekers, refugees and migrants) strategy** was developed through the Refugee and Migrants Forum and adopted by WBP during 2009. The existing strategy has made a good contribution to service development, but service providers need to continue to develop the accessibility and relevance of their services to asylum seekers, refugees and migrant workers (09/10 cohesion priority).

An example of the work carried out by the forum is a web based **welcome pack** which will become live during Refugee Week in June this year. This resource is designed to provide support to any new arrival in the borough and includes advice specific to asylum seekers, refugees and migrants (09/10 cohesion priority)

Children and Young Peoples Services supports **Rafiki Motswako**, a Borough wide youth group for Black and minority ethnic (BME) young people aged 13 - 19 years from a wide range of ethnic backgrounds, cultures and religions. Rafiki Motswako provides support for young people, and asylum seekers, refugee and migrants in particular, in tackling issues at school, college, work and in the community. It helps young people access CYPs projects and other services such as health and leisure etc. The group provides a safe space where young people can come together and share experiences, learn new skills and develop confidence.

**Wigan Leisure and Culture Trust's** Playin' Out team works closely with LASARS to provide regular sessions for asylum seekers and refugees. It also supports citizenship applications by running a free online test about "Life in the UK" on the People's Network. From December 2009 to April 2010 the test has received an average of 102 users each month. Libraries also run English Conversation Groups which in particular help to address isolation in migrant and refugee women.

Ashton Leigh and Wigan Public Health Trust's Red Team supported the identification of need by mental health commissioners for a new service that will provide specialized **trauma counselling** for survivors of human rights abuses such as torture, rape, violence, war and trafficking. This service will benefit asylum seekers and refugees and other vulnerable migrants in particular.

GMP have recognised the needs of asylum seekers and migrant workers in the Hindley and Ashton areas through supporting staff who work in the fast food outlets in these areas to report **hate incidents** – particularly in Bryn following repeated issues targeting an Indian restaurant. There has been a multi agency response and incidents reduced significantly.

Due to community tensions in and around Leigh Library caused by a group of Eastern European Migrants, **Greater Manchester Police** created a post to reassure staff and library users and create a closer presence to the Migrant Community to improve understanding. Leigh West is a priority neighbourhood for GMP and additional hand picked resources were placed on the ward to improve community confidence. As a result GMP can demonstrate a huge increase in public confidence shown in neighbourhood surveys.

## Case Study 5 – Leigh Neighbours Project

In January 2010 Wigan was offered the opportunity to take up resources offered by Government to engage with particular communities which suffered from low satisfaction rates and community tensions and the Leigh Neighbours Project was extended under this programme. It aims to make progress towards each of the six outcomes both with short term projects and with a view to improving community spirit through long term sustainable development.

In a 2009 survey 78% of residents in the project area (Hilton Park) said they were dissatisfied with it as a place to live, work or visit. Some told us that they feel ashamed of where they live partly due to the environmental issues there and are upset at the lack of community feeling. Examples of work to improve the area physically in the short term include an intensive clean up campaign and support to turn a derelict piece of land into a community garden or allotment led by a local school.

The project area is close to 3 of the 32 LSOAs in the Borough that fall within the top 3% most deprived in the country. There is a high concentration of Eastern European migrant workers and asylum seekers in one area in particular. Some people living there feel that there are large differences between themselves and their neighbours both in terms of race, faith and class. The area is particularly lacking in terms of local groups and social capital. Leigh Neighbours is providing small grants to residents who would like to develop an idea to involve local people. Some early ideas include a photography project to profile residents and support for outreach activities by the local Pentecostal Church.

Leigh Neighbours Project has helped to bring together residents, ward councillors and key agency representatives at meetings. By responding to the concerns expressed during consultation and enabling residents to make their own choices the project hopes to develop a greater sense of trust in the Council and other agencies.

Residents in the project area feel that some tenants and private landlords are not helpful to their neighbours. Housing Solutions have been commissioned to provide a free service to landlords to help them better manage their properties and tenants. An environmental education programme is currently taking place in local schools along with delivery of literature to all households to identify responsibilities for litter, waste management and fly tipping ahead of a big clean up.

Some residents in the project area feel that the concentration of asylum seekers and migrant workers is responsible for the low house prices and environmental problems. The project is helping these different communities find common ground by bringing them together at residents' meetings. In order to engage with the Czechoslovakian community translators have been made available at meetings and during home made by the Citizens' Advice Bureau.

**Community organisations**, largely run by volunteers, provide welcome and support people to refugees and migrants. Leigh Asylum Seekers and Refugees Support (LASARS) provides a regular drop-in for social activities

and support for asylum seekers and refugees. With support from the RED Team, ESOL classes have been delivered on health, security and housing and the enquiry office has been able to support an average of 145 clients per month. Around 70 – 100 people attend the drop-in weekly. Support for Wigan Arrivals Project (SWAP) works with asylum seekers and refugees and vulnerable EU migrants. It offers practical support and help with social integration as well as signposting and advocacy support to enable people to access mainstream services. Health drop ins are held weekly at SWAP in partnership with the Homeless and Vulnerable Persons Team. Wigan Welcome provides an International Drop In Centre at the Queens Hall Methodist Church on Market Street in Wigan on Saturdays and provides conversation, support and goods such as clothes. The Lancashire Kurdish Cultural Association also provides activities and support.

### **6.3 How successful have we been?**

The partnership has recognised the vital role of 3<sup>rd</sup> sector organisations in the borough that specifically support asylum seekers, refugees and migrants in the borough, such as SWAP, LASARS and the Citizen's Advice Bureau. It recently commissioned an independent report in to how public sector and 3<sup>rd</sup> sector organisations can best work together to enhance support and meet need.<sup>8</sup> The partnership has yet to consider the report's recommendations but these include the need to;

- increase the knowledge and awareness of public sector staff of the needs of new arrivals
- develop an inter-agency system for collecting data on the refugee and migrant population
- establish a common referrals process and a kite-marking system that could be used by all organisations to provide harmonised standards
- assist third sector organisations in preparing up-to-date business plans and costing for the provision of core services.
- commission third sector organisations to deliver core advocacy and support services for refugees and migrants in the borough

The Partnership has developed its learning through the Connecting Communities project work in Leigh around the need for a strategic approach to dispelling myths in our communities. The partnership has the opportunity to provide community members and leaders with information to enable them to provide a consistent message about fairness and the partnership's focus on those most in need. However, this needs to be coupled with an acknowledgement that any resentment or disaffection amongst our communities about the allocation of resources needs to be recognised and responded to honestly

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<sup>8</sup> Supporting the 3<sup>rd</sup> sector delivery of services to refugees and migrants in Wigan, Rebecca Ehata (2010)

## Setting priorities for 2010/11

This summary has shown that;

- Wigan is active in delivering actions against cohesion outcomes
- Wigan is committed to a broad definition of cohesion, which addresses issues relating to race and faith but is not cantered on this
- Wigan sees cohesion as an outcome to strive for rather than a mechanism for delivery

Whilst the work carried out is extensive, there are clearly still gaps in our provision. The partnership is learning that;

### *Leadership and Partnership*

- it needs to be able to respond quicker and more effectively to threats to cohesion
- it can increase the added value provided by partnership working on cohesion outcomes, rather than the largely service centric approach it takes at the moment
- the need to concentrate partnership resources on those most in need has a cohesion impact within neighbourhoods
- We need to be able to articulate our values as a partnership and work with our communities to test these. What does a strong community look like?

### *Community Engagement*

- Accepting difference is an essential element for cohesion. We need to foster this by helping to develop shared public resources that bring people together, helping hidden communities to become visible.
- the partnership needs to explore the opportunities for dialogue with neighbourhoods and communities of interest on a benchmark for rights and responsibilities – what they should expect from public services and from each other

- Our community engagement work needs to extend consider who people are as well as where they live. Hidden voices largely remain hidden. Effective engagement can't simply be driven by what services want to say or hear but should allow for what users (or potential users) need to express.
- WBP structures tend to bureaucratise challenge which can then go unaddressed. We need to explore what healthy democracy and honest scrutiny look like.

### *Strategy and Delivery*

- the partnership has the opportunity to provide a sharper definition to its inclusion approach, who does not have access to services but also to the informal networks that help people in to employment, socialisation and learning
- resistance to change can come from a need to be protecting what exists – we need to be able to show how equipping our communities for the future can be built on respect for the past.
- We have an opportunity to develop community resilience - understanding disadvantage in order to be able to deliver interventions that are a path to mainstream services
- We need to be clear how we intend to measure improving cohesion and ensure that we have the right tools in place to make this happen
- We have the opportunity to demonstrate the value we place on 3<sup>rd</sup> Sector organisations within the partnership through capacity development and investment

The partnership meets in May 2010 to consider it's cohesion priorities for 2010/11. These learning points will be used to guide this priority setting process.

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## Glossary

ALWPCT	Ashton Leigh and Wigan Primary Care Trust
AGMA	Association of Greater Manchester Authorities
BME	Black Minority Ethnic
BSC Partnership	Building Stronger Communities Partnership
BSF	Building Schools for the Future
CAB	Citizens Advice Bureau
CEE group	Cohesion, Equality and Engagement group
CYPS	Children and Young People's Services
ESOL	English for Speakers of Other Languages
GMFRS	Greater Manchester Fire and Rescue Service
GMP	Greater Manchester Police
LAA	Local Area Agreement
LASARS	Leigh Asylum Seeker and Refugee Support
LDW	Local Democracy Week
LGBT	Lesbian, Gay, Bisexual, Transgender
LinK	Local Involvement Network
LSOA	Lower Super Output Area
NEET	Not in Education, Employment or Training

NI	National Indicator
PACT	Partnerships and Communities Together
PCSO	Police Community Support Officer
RED Team	Race Equality Development Team
SAW	Street a Week
SES	Single Equality Scheme
SWAP	Support for Wigan Arrivals Project
WALH	Wigan and Leigh Housing
WARM Strategy	Welcoming Asylum Seekers, Refugee and Migrants Strategy
WBP	Wigan Borough Partnership – Wigan’s Local Strategic Partnership
WLCT	Wigan Leisure and Culture Trust
WLUAR	Wigan and Leigh United Against Racism
WOW festival	Wigan One World festival
Vision2026	Wigan’s Community Strategy