



This request only seeks existing documented information

Please provide a copy of the Council's documented Service Plan(s) setting out your plans for service delivery, addressing the financial year 2025-26, for the services listed below:

- a. environmental health,
- b. private sector housing standards regulation,
- c. licensing,
- d. anti-social behaviour,
- e. community safety,
- f. environmental crime,
- g. emergency planning, and
- h. trading standards (if you deliver that service).

Response

See attached documents and links

- a. Environmental health, (see Regulatory Services)
- b. The information most relevant to this request is the Council's Housing Standards Enforcement Policy and other information on how cases are process that is available on our website:

[Housing Standards Enforcement Policy](#)

[Private renting - Reporting repairs](#)

- c. Licensing, (see Regulatory Services)
- d. Anti-social behaviour attached see CRT Service Plan
- e. Community Safety attached
- f. Environmental enforcement, education

g. The open report presented to the Audit, Governance and Standards Committee on 18 September 2025 provides details of resilience activities (including emergency planning) carried out during 2024/2025 and sets priorities for 2025/2026, including business continuity management. You can view the full report (Item 26) via this link:

<https://democracy.wigan.gov.uk/ieListDocuments.aspx?CId=610&MId=5901&Ver=4&a=1>

- h. Trading Standards (see Regulatory Services)

Council Plan



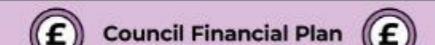
Wigan
Council

Mission 1

Create fair opportunities for all children, families, residents & businesses.

Mission 2

Make all our towns and neighbourhoods flourish for those who live and work in them.



Progress with Unity

A new era for Wigan Borough

Directorate Strategic Objectives

Transform the way we operate using technology and AI to ensure we are making the best use of data and insight allowing our services to be more responsive to the needs of our communities

- Move all paper-based processes to digital
- Use business data and local intelligence to inform resource deployment in areas where it is needed
- Ensure our IT systems are fit for purpose and accessible to all staff

Transform the way we deliver services in our towns and neighbourhoods so that they are high-quality, person centred, customer focused, proactive and are right first time every time.

- Develop a neighbourhood service delivery model that aligns with local needs centred around co-produced priorities
- Continue to embed our Team Wigan culture and behaviours complemented by our Eyes & Ears programme
- Through performance management, ensure we are getting the basics right, continuously improving our service provision so that we deliver quality, consistency and high levels of customer satisfaction

Invest in our people and develop our talent to ensure we have the future skills and ability to deliver our two Progress with Unity Missions

- Invest in our workforce so we develop the skills and expertise to deliver our essential services
- Through our apprenticeship programmes and partnership working, create job opportunities for our local young people
- Develop effective communication plans supported by authentic staff engagement

Refresh our current Climate Change Strategy so it better aligns to our Progress with Unity Missions and focuses on breaking down barriers that create inequalities

- Improve the health and wellbeing of our residents by improving our borough's air-quality and reducing our carbon emissions
- Work collaboratively to support our residents, businesses, and council services to adapt to the impacts of climate change
- Protect and enhance our local greenspaces and help increase their biodiversity

The Six Ways of Working

Be Positive	Be Accountable
Be Courageous	Be Kind

See the person	Listen deeply	Know this place	Connect to neighbourhoods	Do the right thing	Show our love and pride
Take a person-centred approach by putting people at the heart of every conversation, recognising their strengths and assets.	Recognise that communities know best about what matters to them and design public services together.	Focus on what helps prevent problems and connect up data and local insight to target when and where solutions are needed.	Place important services that span all generations close to where people call home and around our schools and GPs.	Set the conditions for great ideas to flourish and for everyone to 'do the right thing'.	Show our love and pride for our work and borough and demonstrate this through our values and behaviours - Be Accountable, Be Courageous, Be Positive, Be Kind.

Community Safety & Partnerships Service Plan 25-26 (Draft)

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"Together, in genuine partnership with our residents and businesses, who know our communities best, we will help each town and neighbourhood in the borough to celebrate and maintain their identity whilst understanding and helping to achieve what is needed to thrive."

See the person

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Do the right thing

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Show our love and pride

Show our love and pride for our work and borough and demonstrate this through our values and behaviours - Be Accountable, Be Courageous, Be Positive, Be Kind.

All teams – Increase visibility and accessibility in communities to increase community knowledge, understanding and trust

All teams – Place the person / family at the heart of everything we do by applying a person centred, asset-based approach in all engagement, assessments and planning.

All teams – Obtain client feedback on officer interventions to improve service delivery

All teams – Plan and prepare for a series of QA exercises focused on areas identified through data and use the outcomes to improve service delivery.

All teams – Identify barriers and blockages within the system to ensure residents receive the correct service in accordance to their level of need

All Teams – Explore aligning resources with "places" of greatest need and engage with the assets in that "place" to form true community partnerships.

Prevention Hub – More proactively align with key stakeholders and focus on community safety priorities

Resettlement – Continue to promote the team through increased home visits, campaigns and partnership working

Community Resilience – Explore combining enforcement functions within the Directorate to improve efficiency internally, externally and for all residents regardless of tenure

IDVA Team – Hold transformational conversations across the system to feed into a refreshed strategy including being creative in relation to future commissioning intentions

Be Positive

Be Accountable

Be Courageous

Be Kind

All teams – Ensure improved collaboration across both internal and external partners to improve outcomes.

All teams – Engage in improved data and information sharing as appropriate to create more efficiency and effectiveness.

All teams – Utilise multiagency data to enable shift/ focus to identify service gap provision and enrich communities

All teams – Improve collaboration at Family Hubs and within the Family Safeguarding Model in order to adopt a 'whole family approach'

All teams – Utilise every opportunity to develop case management systems, preventing duplication and improving efficiency and cleansed data collection for better insight

All teams – Realign resources towards early intervention and prevention pivoted around the main community columns of primary care and education.

Prevention Hub – With IT and JIU colleagues, consider a single view solution to data sharing that would shift resources and capacity

Resettlement – Source and implement a case management system which better captures the outputs and outcomes for this type of work

Community Resilience – Complete the process of moving to new recording system in full to prevent duplication and improve efficiency

IDVA Team – Embed the new domestic abuse protection orders and appropriate requirements to further increase the safety of victims and their children

All teams – Continually advocate for our residents, being that the best interest of the individual is put at the forefront of everything we do!

All teams – Professionally challenge, and hold agencies and partners accountable to embed the 'One Team' approach

All teams – Continually display the be Wigan behaviours in particular with accountability for accurate and defensible case note recording

All Teams – Continue to promote and expand the inclusion of Experts by Experience

All teams – Use all avenues available to promote the work of our teams both internally, externally and across our communities

All teams – Continue to meet regularly as managers, teams and as a service, to explore new creativity and to problem solve at the earliest opportunity

Prevention Hub - Refresh both the Eyes & Ears and Top Demand workstreams to ensure those who are most in need are being supported

Resettlement – Combine greater engagement with community assets from the VCSEF sector and utilise volunteering from across the cohort

Community Resilience – Ensure that our work is correctly evidenced in line with new housing legislation as an exemplar of good practice

IDVA Team – As part of the strategic refresh, continue to advocate and challenge for the highest risk victims and families across the Borough



Quarter	25/26 Q1
25/26 Total savings target	
25/26 Total savings actual	

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Invest in our people and develop our talent to ensure we have the future skills and ability to deliver our two Progress with Unity Missions

Refresh our current Climate Change focus on breaking down barriers

Create fair opportunities for all children, families, residents & businesses.

Make all our towns and neighbourhoods flourish for those who live and work in them.

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A new era for Wigan Borough

The

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Show our love and pride for our work and borough and demonstrate this through our values and behaviours - Be Accountable, Be Courageous, Be Positive, Be Kind.

Be Positive	Be Accountable
Be Courageous	Be Kind

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Environmental Education and Enforcement

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Mission 2

Make all our towns and neighbourhoods flourish for those who live and work in them.

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Show our love and pride

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◊ Working and being visible in our communities where we are most needed.

By way of:

- ◊ Getting to know our different communities, volunteers and third sector organisations and understanding the value they bring to their local areas and support the work they do.
- ◊ Build on our intervention work which has a focus on officers working in communities to find long term solutions to fly tipping and littering.
- ◊ Listening to our residents and involving them in our planning and organising of local campaigns to tackle environmental issues.
- ◊ Promote behaviour change in environmental crime hotspots areas using a wide range of tools to engage with our communities and ensuring key partners are included such as schools and other stakeholders.
- ◊

◊ Preventing environmental crime and finding long-term solutions is the focus of all our activities.

By way of:

- ◊ Recognise that as well as our data from systems we need to capture qualitative data by having boots on the ground and engaging with our residents, businesses and other stakeholders so that we can make informed decisions on where our resources are needed.
- ◊ Putting resources in areas of most need to ensure that we can tackle environmental crime effectively by way of a targeted approach that works in partnership with residents and other stakeholders
- ◊ Supporting our day-to-day activities with a programme of days and weeks of action, with an emphasis on raising awareness and education relating to common environmental crime that impacts on our Borough such as dog fouling and littering.
- ◊ Work closely with our Joint Intelligence unit, digital team our Media and Comms team to support the work we do.
- ◊ Working closely with and supporting the wider environment teams to reduce environmental demand and crime.
- ◊ Review how we tackle fly tipping to improve the investigation and timescales for removal alongside our officers working in communities to address hot spot areas using various tools.

◊ Empowering our officers to 'do the right thing' .

◊ by way of:

- ◊ Removing barriers to think outside their remits and ensure that we make decisions that are beneficial to individuals, businesses and our wider communities
- ◊ Ensure our officers make the right decisions and outcomes for our residents in relation to providing a wide range of general advice, education or enforcement.
- ◊ The right technology and training to provide excellent services.
- ◊ Health and Safety, ensuring this is at the core of everything we do.
- ◊ Knowledgeable and trained workforce with lots of skills that are required for the role but most importantly have a can do attitude and the ability to empathise and want to do the best for our residents and our Borough.

Quarter	25/26 Q1
23/24 Total savings target	
23/24 Total savings actual	

Be Kind

25/26 Objective	Target	Actual	Completion deadline	RAG	Progress/Risks this quarter
Additional bin project				Yellow	
A board policy					
Green it team project					
Review of pest control services/contracts – shift to Jadu and increase business contracts					
Fly tipping process review					



Environmental Education & Enforcement Team

Action Plan: Service plan delivery supplement (from master action plan)

Principles	Objective	Description	actions			
See the person and listen deeply	Working and being visible in our communities where we are most needed					
		Getting to know our different communities, volunteers and third sector organisations and understanding their value and support	<ul style="list-style-type: none">• Working with volunteers on the great British spring clean• Working with our members• Door knocking• Cleaner greener safer days• Links with Deal for communities teams• Part of various working groups• Friends of groups			
		Supporting initiatives and listening to residents and involving them in our planning and organising of local campaigns to tackle issues	<ul style="list-style-type: none">• Reviewing complaints• Data led intelligence• Days and weeks of action• Cleaner greener safer• Green it team			

		Promote behaviour change for environmental crime	<ul style="list-style-type: none"> • Media and comms plan • Online waste management course develop • Door knocking and resident engagement in areas of need 			
Know the place and connect to Neighbourhoods	Preventing enviro crime and finding long term being the focus of all our activities					
		Ensuring qualitative data is captured to support intelligence gathering	<ul style="list-style-type: none"> • Eyes and ears promote ownership and easy ways to report • Boots on the ground Patrols, door knocking, days of action • Dashboard use to inform where we need to be visible 			
		Putting resources in areas of most need (equity model) and working with all stakeholders	<ul style="list-style-type: none"> • Green it team • Cleaner greener safer action • Work in partnership with teams across the council • Working with communities, eg tenants eyes and ears, Leigh business engagement group, GMP, 			
		Days and weeks of action plan supporting day to day activities	<ul style="list-style-type: none"> • Varied remit provides focus, team building and measurable with comms • Resident buy in -partnership working to solve issues such as problematic alleyways 			
		Working closely with JIU, digital team and our comms team to support the work we do.	<ul style="list-style-type: none"> • Ward data to share with members • Comms plan • Review of pest and migrating to jadu • Review of all digital processes 			
		Working closely with council wide, Environmental teams and external partners to strengthen and support the	<ul style="list-style-type: none"> • Teams across the Council • EA • KBT • GM enforcement working group • APSE 			

		reduction of environmental crime	<ul style="list-style-type: none"> • United utilities • Legal teams • residents 			
		Implement a more robust process for dealing with fly tipping	<ul style="list-style-type: none"> • Review Leigh fly tipping project link in with green IT team • One stop shop • Drone technology • CCTV and deployable cameras 			
Do the right thing/show our love and pride	Empowering our officers to 'do the right thing'					
		The right technology and training to deliver excellent services	<ul style="list-style-type: none"> • Migration to Jadu for pest control • Review of all training and updating training matrix to ensure no gaps • Dog behaviour training sourced • Support staff to develop skills and knowledge (leadership NVQs and other opportunities) • Multi skilled officers to provide resilience 			
		Removing barriers to think outside our remits and ensure we make decisions that are right for our communities. 'do the right thing'	<ul style="list-style-type: none"> • Ongoing • Consistent messaging • Keeping staff engaged • Fair and consistent approach on how we deliver • Wigan behaviours and Progress with Unity principles • Regular 1 to 1s and performance reviews 			
		Health and Safety – ensuring it is at the core of everything we do.	<ul style="list-style-type: none"> • 2 weekly meetings to progress health and safety tasks • Health and safety agenda item at every team meeting • All managers to attend level 3 training. • Review of all risk assessments • Task audit timetable 			
		Review of pest control services	<ul style="list-style-type: none"> • Culture change • Performance management • Fleet performance 			

			<ul style="list-style-type: none">• Business contracts• Review of processes – site surveys• Sewer baiting review of how we deliver• Multi skilling staff across the service for resilience• Review of stock control• Financial pressures around dog service – review• Procurement of dog tender			
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Council Plan



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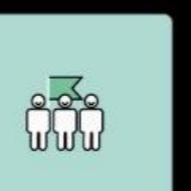
Deep community engagement and co-production with residents and businesses



Community Health and Wealth Building



High-quality person-centred services



Invest in our workforce for great ideas to flourish

Transform the way we operate through technology and AI underpinned by a relentless focus on data and insight

Council Financial Plan

Be Positive

Be Accountable

Be Courageous

Be Kind

Progress with Unity
A new era for Wigan Borough

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Listen deeply

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Know this place

Focus on what helps prevent problems and connect up data and local insight to target when and where solutions are needed.

Connect to neighbourhoods

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Do the right thing

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Regulatory Services Service Plan 25-26

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- Support community groups with advice, information and guidance so they can thrive and support their communities.
- Genuine engagement with communities, resident groups, businesses and schools. Seek opportunities to meet and participate in sharing their concerns.
- Flexible and innovative approach to processes/policies and recognise that one size doesn't fit all.
- Impact of climate change and poor air quality on communities. Improve health inequalities by sharing data/information with communities and HP/PH.
- Engage with the business community regarding their concerns to support local economic growth and NTE.
- Support the Wigan Climate Coalition to bring together organisations of all types to take climate action.
- To address inequalities and help improve FHR's in the borough by offering pre-inspection advisory visits to local, independent traders.
- Listen deeply to businesses and review the way we work to help businesses flourish and thrive.
- Target promotional campaigns including Neighbourhood Champions and Good Traders Scheme by examining intelligence and listening deeply to the community.
- Provide consultations responses to Development Management to ensure that planning permissions contain requirements to protect amenity and the environment.

- Use intelligence to target interventions - work with partners to introduce better systems for collating and using data to the benefit of the neighbourhoods.
- Use appropriate enforcement action for maximum impact as part of prevention.
- Work in partnership with all internal and external partners including partners from the CSPB to better understand the issues and work together to find solutions, ensuring the right interventions by the right team using the most effective legislation is being used.
- Ensure all statutory visits to businesses are programmed in and completed against targets.
- Clear/Hold/ Build – build on the learning and partnership working through the Violence Reduction Group and with GMP.
- Protect our vulnerable residents, including children from harm, by targeting businesses with enforcement that have a detrimental impact on communities. Rogue traders, those selling illicit goods, underage sales, those putting their customers at risk with no regard to the consequences.
- Address the barriers re climate change - 62% of future reductions in emissions will rely on individual choices and behaviours.
- Use Health Impact Assessments to better understand what the inequalities are.
- Early intervention – through schemes such as GTS, PubWatch, Neighbourhood Champions, Climate Change Reduction.
- Ensure that Environmental Permits are complied with, taking enforcement action where needed, thereby reducing pollution levels and reducing environmental inequalities in our communities.
- Monitor and report on air pollution levels across the Borough. Collaborate with colleagues and partner organisations to improve air pollution through direct actions and behaviour-change campaigns.

- Evaluate new ways of working and share lessons learned/good practice with teams.
- Encourage all staff to challenge the way we do things and actively seek new/better ways of working.
- Use MT reflection to encourage progression, learning opportunities, self-reflection and embed PWU.
- All staff to be eyes and ears and raise issues either in their own communities or witnessed whilst out on the job.
- Ensure support mental health and wellbeing is promoted and staff are aware of initiatives such as carers leave/staff groups.
- Officers are 'doing the right thing' to protect the public. Increase our profile and showcase achievements on social media.
- Volunteering – all staff to use 100% their allocation.
- Succession planning and encouraging employee development.
- Improve webpages to promote self-help and reduce unnecessary contact.
- Everyone to ask 'Are we making a difference and what can we do to improve inequality by considering those with protected characteristics and accessibility issues'
- Encourage staff in the Council to complete the Climate Awareness Training.
- Everyone to consider climate impacts when procuring services and goods.
- Promote businesses on social media to support them flourish and thrive.
- Utilise AI to improve productivity.
- Embrace IT Transformation to increase efficiency, save money and increase profits.

Be Positive

Be Accountable

Be Courageous

Be Kind

Quarter	25/26 Q1
25/26 Total savings target	£143,00
25/26 Total savings actual	

See the person	Listen deeply	Know this place	Connect to neighbourhoods	Do the right thing	Show our love and pride
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25/26 Objective	Target	Actual	Completion deadline	RAG	Progress/Risks this quarter
Income target increase - Licensing	£100,000			Yellow	
Income target increase – Business Team	£5,000				
Income target increase - EH	£5,000				
Income target increase - EP	£5,000				
Disestablishment of climate team post	£28,000				
To address inequalities and help local independent food businesses to flourish and thrive.	- 12 advice visits a month. In total 144 advice visits a year - Collate and evaluate feedback from businesses regarding their opinion on pre-inspection advisory visits		March 2026		
Target promotional campaigns including Neighbourhood Champions and Good Traders Scheme by examining intelligence, doing the right thing and listening deeply to the community.	- Minimum 12 community events a year - Collate and evaluate feedback from residents		-March 2026		
An intervention targeting unregulated businesses who require Environmental	100% of identified businesses		March 2026		

Permits thereby reducing pollution and environmental inequalities.					
Celebrate compliant 'FHR 5' businesses by publicising their achievement on social media.	Monthly social media post		March 2026		

Council Plan



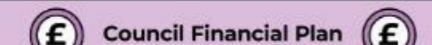
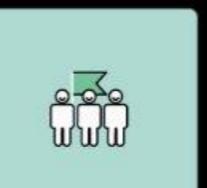
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Community Resilience Team Service Plan 25-26

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Know this place

Focus on what helps prevent problems and connect up data and local insight to target when and where solutions are needed.

Connect to neighbourhoods

Place important services that span all generations close to where people call home and around our schools and GPs.

Do the right thing

Set the conditions for great ideas to flourish and for everyone to 'do the right thing'.

Show our love and pride

Show our love and pride for our work and borough and demonstrate this through our values and behaviours - Be Accountable, Be Courageous, Be Positive, Be Kind.

- Increase visibility and accessibility in communities to increase community knowledge, understanding and trust
- Place the person/family at the heart of everything we do by applying a person centred, asset-based approach in all engagement, assessments and planning
- Obtain Client feedback on officer interventions to improve service delivery
- Plan and prepare for a series of QA exercises focused on areas identified through data and use the outcomes to improve service delivery
- Identify barriers and blockages within the system to ensure residents receive the correct service in accordance to their level of need
- Explore aligning resources with "places" of greatest need and engage with the assets in that "place" to form true community partnerships
- Explore closer working alignment with wider services to improve efficiency internally, externally and for all residents regardless of tenure

Be Accountable

Be Courageous

Be Positive

Be Kind

- Ensure improved collaboration across both internal and external partners to improve outcomes
- Engage in improved data and information sharing as appropriate to create more efficiency and effectiveness
- Utilise multiagency data to enable shift/focus to identify service gap provision and enrich communities
- Utilise every opportunity to develop case management systems, preventing duplication and improving efficiency and cleansed data collection for better insight
- Realign resources towards early intervention and prevention pivoted around the main community columns of primary care and education

- Continually advocate for our residents, being that the best interest of the individual is put at the forefront of everything we do
- Professionally challenge and hold agencies and partners accountable to embed the 'one team' approach
- Continually display the be wigan behaviours with accountability for accurate and defensible case note recording
- Continue to promote and expand the engagement and inclusion of community representatives
- Use all avenues available to promote the work of our teams both internally, externally and across our communities
- Ensure that our work is correctly evidenced in line with new housing legislation as an exemplar of good practice

Quarter	25/26 Q1					
25/26 Total savings target						
25/26 Total savings actual		See the person	Listen deeply	Know this place	Connect to neighbourhoods	Do the right thing

25/26 Objective	Target	Actual	Completion deadline	RAG	Progress/Risks this quarter	
Increase visibility and accessibility in communities to increase community knowledge, understanding and trust.	<p>1. Targeted high visibility patrols – reassurance, increase perception of safety and branded PPE.</p> <p>2. Officers having increased community knowledge aligned to specific areas by quarterly meeting with community experts and other partners operating in that area.</p>		Quarterly – July 2025	1	<p>So what?</p> <p>1. Will promote increased visibility and public reassurance, supporting partners to deliver to reduce both actual and fear of crime and disorder.</p> <p>2. Increase efficiency and problem solving in having an expert grasp of issues in a given area and knowledge of multi-agency attempts to resolve such issues. Build better relationships with colleagues from other services with an interest in a same area, resulting in a better public service for residents impacted in that area.</p>	<p>Progress</p> <p>1. 9 days activity of joint patrolling in Leigh Town Centre.</p> <p>2.:</p> <ul style="list-style-type: none"> • VIC – Siddow Common • NGR – Leigh TC • MIF – Trencherfield • JHR – Mabs Cross • NHT – Atherton <p>Emerging locations for monitoring:</p> <ul style="list-style-type: none"> • Scholes High Rises • Wyre Ave, Platt Bridge
Place the person/family at the heart of everything we do by applying a person centred, asset-based approach in all engagement, assessments and planning.	<p>1. 100% compliance on cases allocated at step 3 of Resolution Model.</p> <p>2. a. 100% with an initial risk assessment upon receipt of complaint, or rationale for non-completion.</p>	<p>129 cases allocated at Step 3.</p> <ul style="list-style-type: none"> • No code yet to identify cases that have had a RA review at allocation of step 3. • No code yet, for RA Review 	Quarterly – July 2025	1	<p>So what?</p> <p>1. Build better relationships and understanding of case, putting the person at the centre. See the person, see the home. Early identification of vulnerability and safeguarding, better officer</p>	<p>Progress</p> <p>1. 129 cases allocated at step 3 in period.</p> <p>76 meetings with complainant in period.</p> <p>59% compliant</p>

<p>1. Conduct home visits upon allocation to establish rapport with residents and gain a comprehensive understanding of their circumstances and to log as an initial home visit on APP so the data can be analysed.</p> <p>2. Complete risk assessments and formulate action plans ensuring all complainants have the necessary contact information and that relevant referrals are made.</p>	<p>b. 100% review of initial risk assessment on allocation of case at step 3 of Resolution Model.</p> <p>c. Periodic review of risk assessment at incident that may impact risk handling of case, or six-month review in any case if still subject of investigation, and every six months thereafter. Measure is number of cases v number of risk assessment for each stage.</p>	<p>2</p> <p>understanding of impact of issues reported.</p> <p>2. Puts the victim at the heart of the complaint and ensures that we have identified potential risks and put in place appropriate mechanisms to reduce such risk.</p>	<p>2. 501 new cases received in reporting period.</p> <p>256 risk assessments documented in reporting period.</p> <p>51% compliant.</p> <ul style="list-style-type: none"> • No code yet to identify cases that have a rationale as to 129 cases allocated at Step 3. • No code yet to identify cases that have had a RA review at allocation of step 3. • No code yet, for RA Review • why no risk assessment
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<p>Obtain Client feedback on officer interventions to improve service delivery.</p> <p>Ensure that feedback is available for all and to review the feedback questionnaire to align with the 6 ways of working.</p>	<p>1. Seek 10% feedback from service users at point of case closure in respect of their satisfaction in the handling of their case by the CRT. Cases to be identified monthly for contact by Business Support. Measure is number of feedback questionnaires completed, number of satisfied/dissatisfied clients.</p> <p>2. Where appropriate dissatisfaction identified is escalated to Team Leader to rearrange remedial action to address concerns</p>		<p>Quarterly – July 2025</p>	<p>1</p>	<p>So what?</p> <p>Striving for complete customer satisfaction with service and where such satisfaction is not evident, seeking to arrange remedial action to improve satisfaction in service, and thereby reduce number of stage one complaints.</p>	<p>Progress</p> <p>Not yet set up.</p> <p>Action for BT to introduce as described.</p>
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<p>Plan and prepare for a series of QA exercises focused on areas identified through data and use the outcomes to improve service delivery</p> <p>1. Self-assessment QA at point of case closure</p> <p>2. Quarterly management QA's on an identified thematic area</p>	<p>1. a. 100% compliance of cases at point of Closure subject to investigation at Step 2 (Triage).</p> <p>b. 100% compliance of cases at point of Closure subject to investigation at step 3 and 4 (Officer)</p> <p>2. 4 x QA's conducted by management annually on thematic areas and outcomes documented to confirm findings and where applicable actions to remedy any shortcomings</p>	<p>Quarterly – July 2025</p>	<p>1</p> <p>2</p>	<p>So what?</p> <p>1. Will promote ensuring consistency of service delivery aligned to the ASB Resolution Model.</p> <p>2. Will result in fewer complaints being upheld and findings of maladministration by Housing Ombudsman.</p>	<p>Progress</p> <p>1. Self-Assessment form still in development, for testing and sign off, before implementation.</p> <p>2. 2 – Management QA's conducted to date:</p> <ul style="list-style-type: none"> - General case management recording - Closure Order recording <p>Next QA to focus on Triage procedures and Decision-Making timeliness.</p>
<p>Identify barriers and blockages within the system to ensure residents receive the correct service in accordance to their level of need</p> <p>1. Jadu initial reporting form does not capture risk assessment information.</p> <p>2. Double handling information by working on dual systems, impacting on efficiency</p> <p>3. Blockages due to delay and conflict of actions with other departments – complexity of cases with vulnerable individuals. Difficulty with progressing cases where behavioural issues are impacting on others</p>	<p>1. To have JADU initial reporting form revised by JADU Team to incorporate risk assessment, so that on receipt risk score is already available.</p> <p>2. Would require wholesale IT operating system change. Need to review current recording system (Civica APP) and explore if there is a more efficient and effective system available.</p> <p>3. To ensure that all services, particularly Social Care, recognise and contribute to finding resolutions where enforcement under ASB legislation is not appropriate.</p>	<p>July 2025</p>	<p>1</p> <p>2</p>	<p>So what?</p> <p>1. Will reduce time required to complete risk assessment and enable easy identification of High-Risk cases at point of receipt to enable appropriate prioritising of initial contact.</p> <p>2. Increase efficiency and streamline effectiveness, enable AI support</p> <p>3. This would ensure that a quality response that caters for the needs of both victim and perpetrator is achieved in resolving issues</p>	<p>Progress</p> <p>No timescale for work completion</p>

<p>Explore aligning resources with “places” of greatest need and engage with the assets in that “place” to form true community partnerships</p> <p>Officers having increased community knowledge aligned to specific areas by quarterly meeting with community experts and other partners operating in that area</p>	<p>Assign individual officers to have oversight of, and lead as CRT representative, in a solution focused multi agency approach to resolving issues in an identified high demand, or emerging problem location. Measure will be number of officers assigned to identified locations.</p> <p>Measure will be number of officers allocated responsibility for a priority demand location</p>		<p>Quarterly – July 2025</p>	<p>So what?</p> <p>Increase efficiency and problem solving in having an expert grasp of issues in a given area and knowledge of multi-agency attempts to resolve such issues. Build better relationships with colleagues from other services with an interest in a same area, resulting in a better public service for residents impacted in that area. Will promote increased visibility and public reassurance, supporting partners to deliver to reduce both actual and fear of crime and disorder</p>	<p>Progress</p> <p>Officers assigned to priority areas</p> <ul style="list-style-type: none"> • VIC– Siddow Common • NGR – Leigh TC • MIF – Trencherfield • JHR – Mabs Cross • NHT – Atherton <p>Emerging locations for monitoring:</p> <ul style="list-style-type: none"> • Scholes High Rises Wyre Ave, Platt Bridge
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<p>Explore closer working alignment with wider services to improve efficiency internally, externally and for all residents regardless of tenure</p> <p>1. Regular management meetings across aligned services providing an enforcement function</p> <p>2. Officer alignment with colleagues from wider services on case investigations and lead agency</p>	<p>1. Plan in six weekly catch-up meetings with management from Environmental Education and Enforcement and Tenancy Services.</p> <p>2. Attend three times weekly partnership meetings to ensure appropriate information sharing and co-ordinated response to anti-social behaviour across the Borough.</p> <p>3. Officers having been allocated a priority location to ensure dialogue and engagement with colleagues from other services similarly aligned to ensure co-ordinated response and avoid duplication and better evidence gathering.</p> <p>Measure will be the number of Neighbourhood multi agency actions plans CRT are contributing towards for priority demand locations.</p>	<p>Quarterly – July 2025</p>	<p>1</p>	<p>So what?</p> <p>1. Strengthen collaborative working to assist identifying a lead officer for cross cutting investigations in order to reduce duplication and improve efficiency and deliver a better quality of service for the end customer, negating the need for them to navigate through multiple different services in the Council, which leads to reputational damage and loss of confidence.</p>	<p>Progress</p> <p>1. Meetings now planned in on a 6-weekly schedule.</p> <p>2. Representatives from CRT attend Mon/Fri meetings with partners and safer4summer meetings on Wed on ongoing basis</p>
			<p>2</p>	<p>2. Will promote increased information sharing, wider knowledge of reports being made across multiple facets, to enable better co-ordinated response to deliver outcomes in conjunction with partner agencies and thereby providing an improved service to victims.</p> <p>3. Increase efficiency and problem solving in having an expert grasp of issues in a given area and knowledge of multi-agency attempts to resolve such issues. Build better relationships with colleagues from other services with an interest in a same area, resulting in a better public service for residents impacted in that area.</p>	

Ensure improved collaboration across both internal and external partners to improve outcomes	<ol style="list-style-type: none"> 1. Officers having increased community knowledge aligned to specific areas by quarterly meeting with community experts and other partners operating in that area 2. Use escalations policy when blockages with other services cannot be resolved. 		Quarterly – July 2025	1	So what?	Progress
				2	<ol style="list-style-type: none"> 1. Increase efficiency and problem solving in having an expert grasp of issues in a given area and knowledge of multi-agency attempts to resolve such issues. Build better relationships with colleagues from other services with an interest in a same area, resulting in a better public service for residents impacted in that area. 2. Ensuring appropriate use of management to support finding resolution to blockages to assist better outcomes for residents. 	<p>Not identified a suitable reporting mechanism to capture this performance indicator.</p> <p>Need to better clarify what type of escalation is to be measured, we could consider creating a new APP Code to satisfy this.</p>

<p>Engage in improved data and information sharing as appropriate to create more efficiency and effectiveness</p> <ol style="list-style-type: none"> Allow other services to have access to our systems on read only to complete their own checks to aid their decision making. Allow CRT to have restricted access to other services systems to enhance investigation, improved risk assessment and a joined-up approach. 	<ol style="list-style-type: none"> Identify which services, with an appropriate justification, require direct access to CRT case management systems Identify systems which would enhance the quality and timeliness of investigations and positive outcomes ie Council Tax (who is registered at an address, not financial information) 	October 2025	<p>1</p> <p>2</p>	<p>So what?</p> <p>Would enable improved efficiency and reduced demand into CRT, by enabling services with a legitimate requirement for our data to aid their own decision making, if they had direct access to the data ie Homefinder Team and vice versa. Ensured joined up investigation and appropriate data/information data sharing would result in more timely case investigation and better outcomes.</p>	<p>Progress</p> <p>Action not yet commenced</p>
<p>Utilise multiagency data to enable shift/focus to identify service gap provision and enrich communities</p> <ol style="list-style-type: none"> Contribute data towards a full ASB dashboard, incorporating Personal, Environmental and Nuisance (community) ASB performance Ensure the analysis of the above-mentioned dashboard is incorporated into the quarterly CSP board exception reporting 	<p>To contribute on a quarterly basis to the dashboards, and work with colleagues producing dashboard data by providing context to ensure appropriate understanding by others.</p>	Quarterly – July 2025	<p>1</p> <p>2</p>	<p>So what?</p> <p>Shows transparency and openness by the team to contribute to overall improvements in service from a corporate perspective, to enable scrutiny of outcomes and demand.</p>	<p>Progress</p> <p>Full ASB dashboard being produced by PW/CG, CRT Data is already available for this purpose</p> <p>2. Corporate and Directorate Performance Dashboard completed for this period.</p>

<p>Utilise every opportunity to develop case management systems, preventing duplication and improving efficiency and cleansed data collection for better insight</p> <p>1. Jadu initial reporting form does not capture risk assessment information.</p> <p>2. Double handling information by working on dual systems, impacting on efficiency</p> <p>3. Review 'v' codes for accurate recording</p> <p>4. Review current recording system (Civica APP) and explore if there is a more efficient and effective system available</p>	<p>Target is to have a recording system that minimising staff input at inception, assesses data to support prioritisation and accurately captures required data to enable contribution to performance reporting, whilst automating where possible as many processes to ensure consistency and reduce errors which occur through manual input</p>	<p>1</p>	<p>October 2025</p>	<p>1</p>	<p>So what?</p> <p>Will ensure that operating systems are as efficient as possible and allow for possible AI integration to improve case management thereby reducing time required manually inputting on systems</p>	<p>Progress</p> <p>1. Awaiting updates from Jadu team</p> <p>2. This continues to occur, maximum time scale to transfer a complex case is approximately 10 minutes, more simpler cases are less, average 8 cases per day being transferred</p> <p>3. MF/PR Currently working to review existing action codes on APP and modify to enable appropriate capturing of information needing to report on.</p> <p>Also looking at creating more templated solutions which will improve efficiency and consistency in officers case management</p> <p>4. not</p>
					2	
					3	
					4	
<p>Realign resources towards early intervention and prevention pivoted around the main community columns of primary care and education</p> <p>Increased attendance at tenancy sign up on perceived problematic individuals, in particular those with complex needs and those that</p>	<p>Have an effective system where we are notified in a timely manner of potential allocations of clients fulfilling the aforementioned criteria and are therefore able to support early interventions by agreeing acceptable methods of conduct with</p>		<p>October 2025</p>		<p>So what?</p> <p>Enable us to flag at an early point potential future demand from potentially problematic clients based on their previous conductor adverse experiences etc, and to ensure robust monitoring of activity to successfully minimise escalating situations.</p>	<p>Progress</p> <p>Not yet commenced</p>

have previously been subject of enforcement/complaints	the prospective tenant at point of tenant					
<i>Continually advocate for our residents, being that the best interest of the individual is put at the forefront of everything we do</i>	<p>1. Obtain a victim impact statement at initial point of case moving to step 3 initial comp meeting</p> <p>2. Professionally challenge and escalate where appropriate blockages due to delay and conflict of actions with other departments – complexity of cases with vulnerable individuals. Difficulty with progressing cases where behavioural issues are impacting on others</p>	<p>1. In conjunction with JIU/IT develop an AI system that will measure the effectiveness of the investigation by analysing the initial impact score given at point of reporting against the impact score given on feedback at the point of closing. All home visits at step 3 to capture the impact that the reported situation is having on the victim.</p> <p>2. To ensure that all services, particularly Social Care, recognise and contribute to finding resolutions where enforcement under ASB legislation is not appropriate</p>	12 months	1	<p>So what?</p> <p>1. Ensuring the voice of the victim is heard and improved understanding of victim impact and enable an element of being able to measure outcomes through a score in a complex area of work, where context and understanding is essential and not readily measurable through conventional data streams.</p> <p>2. This would ensure that a quality response that caters for the needs of both victim and perpetrator is achieved in resolving issues</p>	<p>System not yet developed.</p> <p>2, meeting held with social care and supported accommodation on 11/07/25 to consider issues arising.</p> <p>Solutions considered and now looking at developing a panel of appropriate professionals to agree action on individual cases.</p>

<p>Continually display the be wigan behaviours with accountability for accurate and defensible case note recording</p> <ol style="list-style-type: none"> 1. Ensure investigations are conducted in compliance with the ASB Resolution Model and accurate case records are maintained. Case progression to be monitored through case supervision and line management reviews. 2. Self-assessment QA at point of case closure 3. Quarterly management QA's on an identified thematic area 	<p>1. Compliance with ASB Resolution Model evaluated through line management reviews which could include case management meetings, complaint investigations, Elected Members enquiries and other referrals to the team which could require management oversight. Measure is the number of case supervisions by line managers.</p> <p>2. Promote staff awareness and accountability to deliver a consistent and excellent response aligned to New Era principles.</p> <p>3. Ensure constant approach across the theme on identified thematic areas, which may be identified through complaints, errors or other areas.</p>	<p>July 2025</p>	<p>1</p>	<p>So what?</p> <p>Compliance with ASB Resolution Model will ensure consistency in delivering a quality response to residents, whilst at the same time ensure that the Wigan Behaviours and the New Era principles are front and centre of all that we do.</p>	<p>Progress</p> <ol style="list-style-type: none"> 1. 310 case line management reviews conducted during period 2. Self-Assessment QA not still being developed 3. 2 – Management QA's conducted to date: <ul style="list-style-type: none"> • General case management recording – no issues of significance identified • Closure Order recording – no issues of significance identified <p>Next QA to focus on Triage procedures and Decision-Making timeliness</p>
			<p>2</p>		<p>3</p>

<p>Continue to promote and expand the engagement and inclusion of community representatives</p> <ol style="list-style-type: none"> 1. Utilise the readers panel to review any policies and procedures undertaken by the service 2. Use of IAG members to attend ASB Case Review panel meetings to ensure independent oversight of the process 3. Deliver overview training to elected members 4. Attend and support multi-agency strategic meetings such as PACT, town centre management meetings etc 	<ol style="list-style-type: none"> 1. Measure is the number of documents referred into the Readers Panel for evaluation. 2. Measure of ASB case reviews in the given period and the number of times IAG member has been invited and has attended. 3. Ensure offer of elected member training is made to all newly elected members but also open to other elected members as a refresher as required. 4. Ensure representation at all appropriate meetings. Measure is number of meetings invited against number attended. 	Quarterly – July 2025	1	<p>So what?</p> <p>Demonstrates openness and transparency of the Community Resilience Team, promotes the work they undertake and enables them to contribute to multi agency problem solving, which will result in a quality service to the residents of Wigan Borough.</p>	<p>Progress</p> <p>No documents referred during period, previous referrals include:</p> <ul style="list-style-type: none"> • Absolute Grounds for Possession procedure • ASB Resolution Model • Hate guidance and procedure <p>1.1 ASB case review during period. No attendance by IAG member, still awaiting names and details of IAG members willing to partake in ASB Case Review process.</p> <p>2. Open offer to elected members, training is usually scheduled by Democratic Services following new elected member elections (no election in May 2025)</p> <p>3. Multiple attendance at strategic meetings (are you seeking a physical number</p>
<p>Use all avenues available to promote the work of our teams both internally, externally and across our communities</p> <p>Media and comms campaigns, both seasonally targeted campaigns and multi-agency</p>	<p>Team Leaders through the work with their staff to identify individual cases and activity that would merit publicity.</p>	Quarterly – July 2025	2	<p>So what?</p> <p>Promote the work of the team, improve community awareness to reduce the fear of crime, provide reassurance and confidence, enable myth busting and challenge</p>	<p>Progress</p> <p>Process is already in place that the legal case worker refers the matter through to Corporate Comms on a weekly basis of cases that will be in Court that week.</p>

	<p>Promote the work of the team through engagement with Media and Comms and Tenant Voice and Engagement Teams etc.</p> <p>Challenge and correct, with the support of Media and Comms, inaccurate information, especially that which is in the public domain and causes increased anxiety and fear of crime in the community.</p>				<p>inaccurate assumptions that lead to an increased fear of crime.</p>	
<p><i>Continue to meet regularly as managers, teams and as a service, to explore new creativity and to problem solve at the earliest opportunity</i></p>	<p>1. CRT Managers to meet on a weekly basis.</p> <p>2. Service Manager meetings with management to meet on a quarterly basis.</p> <p>3. Meeting with EEE/Tenancy Services Management to meet on a six-weekly basis.</p> <p>4. CRT Managers meet with legal team manager.</p> <p>5. CRT Managers to attend Housing Service Management meeting.</p> <p>6. Attend other identified meetings as representatives as required.</p>			1 2 3 4 5 6	<p>So what?</p> <p>Ensure a strong ethos of sharing information and good communication links with key partners and personnel to enable best practice and common goals to resolve potential blockages and to ensure that we are contributing to delivery against the Council's strategic vision, aligned to the Council's key objectives and mission statements.</p>	<p>Progress</p> <p>Meetings occurring as per requirements.</p>

Ensure that our work is correctly evidenced in line with new housing legislation as an exemplar of good practice	1. Capturing evidence to improve learning and service improvement through case studies evaluation, including cases which that have resulted in successful outcomes and those that have been challenging and have not delivered the desired outcome. 2. Neighbourhood and Community Undertake self-assessment for the Neighbourhood and Community workstream. Contribute data and context analysis to pieces of work and dashboards being undertaken by program office and JIU as required. 3. Measure is the number of corrective forms required at stage one/stage two complaints and number of Ombudsman investigation findings or best practice guidance disseminated to staff.		Quarterly - 2025	1	So what? Ensures staff and the wider service continue to develop in line with changing legislation, best practice guidance and learning from other failings in organisations to ensure that we consistently deliver a quality service to the advantage of the residents of Wigan and aligned to the Council's Mission Statements	Progress All cases are recorded and documented on the Civica APP system. Stage 1's in period = 5 Stage 1's upheld = 1 Stage 2's in period = 2 Stage 2's upheld = 0 Ombudsman findings in period against CRT = 0 Ombudsman adverse findings = 0
				2		
				3		