



Wigan♥
Council

Wigan Council Peer Review 2025 Action Plan





Recommendation	Action
Recommendation One: Refine the council's performance management framework: Build on the existing performance reporting arrangements and processes to develop a clear framework that tracks advances made against the two missions of Progress with Unity and reports publicly to Cabinet. This should bring together outcomes linked to these missions, an overview of service standards, and wider organisational health in a single report.	<p>Our approach to performance management has been revised to support delivery of Progress with Unity. Cabinet have set out a number of measures within the framework aligned to our two missions. The performance management framework is set out to deliver over for the next decade ahead but it's recognised this will adapt and change over time.</p> <p>The framework is discussed at all Scrutiny Committees and reports publicly to Cabinet.</p>
Recommendation Two: Further develop the relationship between the Council's performance management framework with the work of Scrutiny Committees: A revised performance framework creates the opportunity to take a more systematic approach to using Scrutiny task and finish groups and maximise the contribution of elected members to strategic areas.	<p>A review of the functions of Overview and Scrutiny Committees has taken place and refreshed to align with Progress with Unity. The performance management framework has been strengthened to take a whole systematic approach and allow for Scrutiny task and finish groups to take place which maximises the contribution from all elected members to strategic as well as performance data.</p>
Recommendation Three: Champion the needs, opportunities, and achievements of Wigan in the wider context of Greater Manchester: The Council has positive relationships with partners across the Greater Manchester Combined Authority, but in the context of a single funding settlement, there will be a continued need for the Council to champion issues of the borough. This will require ensuring that the Authority's work aligns to the emerging outcome	<p>As a Council we will continue to champion the needs, opportunities and achievements of Wigan in the wider context of Greater Manchester. The Greater Manchester Combined Authority (GMCA) is a strategic partner of the Council and as highlighted in the peer challenge report, the Council has positive relationships with GMCA. Our Progress with Unity approach complements delivery of the GM strategy and aligns to the emerging outcome framework associated with the single settlement. Cabinet and SMT continue to secure investment from the CA to deliver positive outcomes for our residents.</p>



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framework associated with the single settlement included in the recent Devolution White Paper.	
Recommendation Four: Develop the Council's neighbourhood working model at pace to support the engagement with the delivery of Progress with Unity: The Council is further reforming their approach to neighbourhood working, this will require further clarity regarding the ambitions of this work, and the role and contribution of councillors.	<p>We have set out our clear ambitions for the next phase of our neighbourhood reform approach including the role in which Councillors will have as community champions and representatives. Our radical approach is focused on:</p> <ul style="list-style-type: none">• Investing in community energy and community leaders• Reviewing well-meaning approaches to shift power, resources and influence directly into communities• Recognising different neighbourhoods have different opportunities, assets and needs• Having the space to listen deeply to co-produce• Using the collective strength of community leadership, residents and services to work towards our missions as our guiding ambition over next 10 years <p>We have also invested in senior officer capacity in leading our neighbourhood reform work as well as capacity to capture learning and re-wire the system ensuring our offer adapts and is easily accessible for local people and needs.</p>
Recommendation Five: Move towards a three-year budget approach to support longer-term planning: The potential national move towards three-year funding settlements presents an opportunity for the council to extend the timeline of their financial planning.	<p>We acknowledge the importance of robust financial planning and are looking to consolidate on our existing financial planning arrangements with a view to extending our planning timescale beyond the current approach to align with the national financial planning changes.</p>
Recommendation Six: Revisit the Council's approach to overseeing their collective capital programme: The Council currently monitors capital programmes at an individual level and would benefit from establishing a wider oversight board to consider the cumulative picture as well as	<p>We accept that the launching of Progress with Unity provides a timely and opportune moment for it to revisit its capital governance and decision making arrangements. A review of programme and governance is currently underway with the intention of developing and implementing new arrangements by Autumn. A revised capital strategy which will be mission driven will be implemented for the next financial year.</p>



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interdependencies and impact on the missions of Progress with Unity.	
Recommendation Seven: Continue the focus and prioritisation of improvement to Children's social care: The Council has invested time, resource, and clear corporate sponsorship to improve outcomes in this area and should continue this focus and approach over coming years.	The council has committed to further additional investment in children's social care over the next three years given the continuing demand in this area. In response to these challenges the 'Children First' transformation strategy 2023 – 2028 will be implemented. Through delivering a new social work model of family safeguarding, along with further investment in early help and prevention, the number of looked after children is expected to reduce through offering earlier family support. This strategy aligns strongly with the preventative approach of Progress with Unity by reducing the numbers of children in care as they are supported better to remain in their families. This will result in the cost avoidance of expensive placements outside of the family and most importantly children who are safe, happy and thriving within their families.
Recommendation Eight: Consider the next phase of workforce engagement: The Council's Team Wigan Experience is a valuable asset for embedding culture, values, and behaviours within the organisation and partners. Going forward, the Council needs to ensure that these issues remain lived and visible on an ongoing basis.	<p>Team Wigan Experience captures Wigan council's journey, showcasing how we've all played our part and overcome challenges together. This experience has been a fantastic engagement opportunity for our workforce, embedding culture, values, and behaviours within the organisation. With the launch of Progress with Unity, new opportunities arise for our workforce.</p> <p>We are developing a communications and engagement plan which will further embed the six ways of working across teams which aligns to our workforce strategy.</p> <p>Team Wigan Experience will play a key role in our journey to achieving the missions set out through Progress with Unity. It's crucial that this remains a priority for our workforce and key partners. We'll redesign the space collectively with our partners, building it around our plan, missions, six ways of working, and behaviours to create an innovative space for all partners to come together, make connections, share ideas, and tackle the issues we face across the borough.</p> <p>The experience is at the heart of our "Progress with Unity" initiative, designed to address the borough's challenges through collaboration and community engagement. It is crucial in fostering the collaboration needed to propel Progress with Unity forward. It aims to create a dynamic and engaging environment, inspiring the Wigan workforce to deliver exceptional results for our residents. This approach emphasises:</p>



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	<ul style="list-style-type: none">• Collaborative Progress Monitoring: Ensuring that all stakeholders are aligned and working together towards common goals.• Outcome Tracking: Measuring the impact of our efforts through key indicators such as life expectancy, healthy life expectancy, and school ratings.• Shared Challenges and Success Stories: Encouraging the sharing of experiences to learn from each other and celebrate achievements. <p>By focusing on these elements, Team Wigan Experience will drive meaningful change and demonstrate our long-term commitment to our workforce and our residents.</p>
Recommendation Nine: Maximise the energy of frontline staff including the delivery of the Progress with Unity missions: The team recognise the clear enthusiasm of frontline staff to deliver for the residents of Wigan. In this context, the Council should consider how these ideas are captured, prioritised, and progressed to support and test new ways of working.	<p>We will continue to maximise the energy of all our workforce to deliver for our residents and will capture staff ideas to support and test new ways of working.</p> <p>As mentioned in recommendation eight, we'll continue to build on our staff engagement journey and learning from this, collectively with partners, through the Team Wigan Experience, to help us to understand how we will work together to respond to the challenges we face and progress with our two missions. We'll do this through embedding the six ways of working across the Wigan Borough Partnership, ensuring visibility of our OD plans across the place, sharing learning, feedback and opportunities. Our Workforce Strategy will set out a clear plan with deliverables that we can monitor, evaluate and measure impact and then showcase to share best practice.</p> <p>As well as the Team Wigan Experience, we'll continue to embed a strong staff engagement and two-way feedback culture to maximise co-production with front-line staff. Our ongoing engagement methods will continue to adapt and change following feedback from our workforce:</p> <ul style="list-style-type: none">• The big conversation• Staff survey• Leader and Chief Executive update sessions with staff• Staff engagement sessions



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	<ul style="list-style-type: none">• Digital access/transformation (including staff social media groups)• Staff networks• Development of a Leadership and Talent Offer• Coaching Offer