

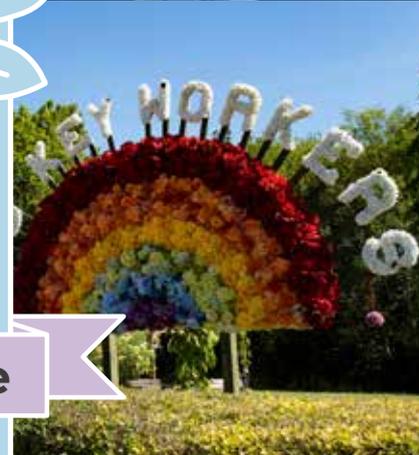


The Deal  
2030

Wigan Council



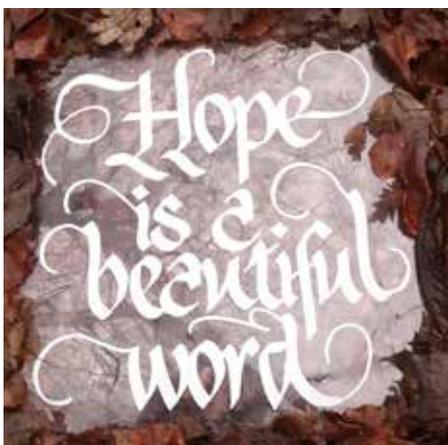
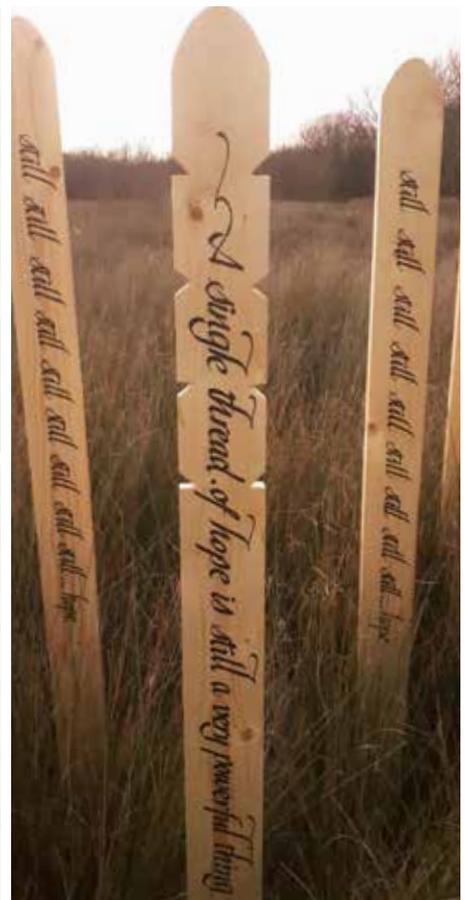
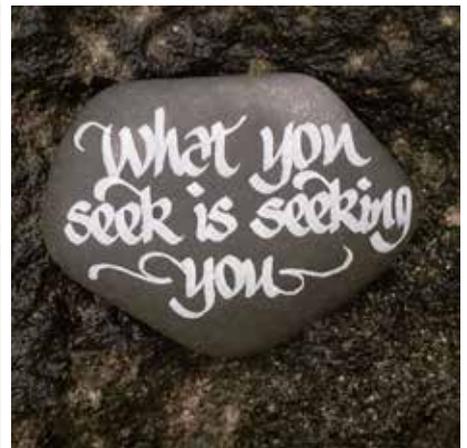
# Wigan's road to recovery and a brighter future



Our Wigan Borough, Our Future



[www.wigan.gov.uk/deal2030](http://www.wigan.gov.uk/deal2030)



**Our thanks to Brian Whitmore for the kind permission to use his art throughout this plan.**

"These images are just a tiny fraction of my Wild Calligraphy Work which I've been installing around the Wigan Borough since March 2020 and is ongoing. Created to inspire, and to uplift wellbeing and mindfulness throughout lockdown."

## About this plan

**This plan sets out how the council, public sector partners, businesses, community organisations and residents can work together to help our borough recover.**

It highlights how we pulled together to meet the enormous immediate challenges posed by COVID-19 and outlines how we will harness the same energy and spirit to help our borough flourish once again.

The huge challenges we face are set out clearly and factually. The challenges are so great we have to apply new ways of partnership working to meet them.

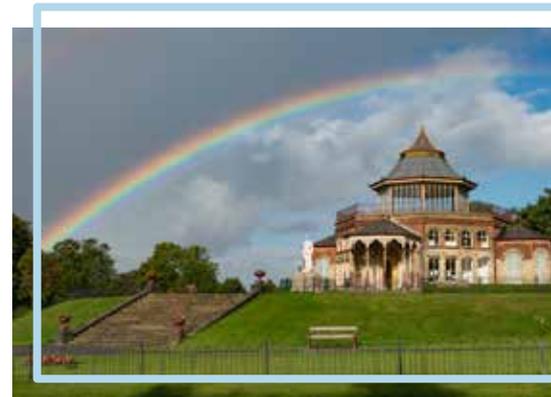
Examples include helping our local economy to become more resilient and diverse through community wealth building to creating a sustainable and greener borough with our ambitious climate change programme.

In keeping with the way we have worked in Wigan for almost a decade now, we will continue to support and empower our communities to thrive and we will also focus even more on enabling local towns to prosper and neighbourhoods to support one another.

The pandemic delivered pain, suffering and grief.

But after a storm comes a rainbow and the sun shines through the clouds.

**This is our journey into that brighter time.**



## Contents

<b>4</b>	Introduction	<b>20</b>	Building a brighter future for our children and young people
<b>6</b>	Our #BeKind approach	<b>22</b>	Rebuilding our Local Economy
<b>8</b>	How our people responded	<b>24</b>	Empowering our Communities
<b>10</b>	In the eye of the storm	<b>26</b>	Confronting local inequalities
<b>12</b>	Mapping the data	<b>28</b>	Regenerating our places
<b>14</b>	Evaluating and assessing the Impact	<b>30</b>	Somewhere over the Rainbow
<b>16</b>	After the rain comes the sunshine	<b>32</b>	Recovery Governance
<b>18</b>	Building back fairer		

## A time to reflect, one year on

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### **The past year has been a sad and challenging time for the borough.**

Yet the way we have responded to the pandemic, is one we should be very proud of and exemplifies The Deal. We have worked together as a borough; the NHS, the council, across the public sector, the voluntary sector, businesses and, of course, with our residents.

We now find ourselves with a great recovery challenge ahead.

A physical and emotional recovery for many as well as a broader social and economic recovery for our borough. We will approach this in the same spirit as the way we responded to the emergency and we will seize the opportunities that such a renewal presents.

We believe this is an important moment. We have many opportunities that we can embrace in an ambitious way - such as tackling inequality and putting greater urgency behind the climate agenda, to name just two of the massive issues we face.

Despite the challenges, we remain optimistic. Thanks to our partnership approach we are able to work together where this will bring new opportunities.

Thanks to prudent financial management we are in the position where the council and CCG are able to invest in our recovery.

Our build back fairer approach will help those most affected and accelerate the recovery of our borough sooner.

In-keeping with our Deal principles we will enable and invest in businesses and communities to find the solutions to these issues.

The Deal has taught us the solutions to our problems are in our communities and by working together we can help realise them.

This document gives an overview of our priority areas for recovery and we will be delivering this together over the next two years.

So, while we have challenges ahead, we have many reasons to be optimistic.

Through public, private and community sectors all working together we know we can achieve great things. To not only build back; but build back a fairer Wigan Borough for all.



**Cllr David Molyneux**

Leader, Wigan Council

A handwritten signature in black ink, appearing to read 'D Molyneux'.



**Alison McKenzie-Folan**

Chief Executive, Wigan Council

A handwritten signature in black ink, appearing to read 'Alison McKenzie-Folan'.



## Our #BeKind approach

**12,253**

Residents supported during the COVID-19 pandemic

**Over 300**

individuals have been accommodated and supported through our provision at the Mercure Hotel for those that were homeless or rough sleeping

**36,807**

Food parcels packed and delivered with support of third sector partners



Over  
**£100m**  
in business grants distributed to our local businesses

**41,206**  
residents received local support through Track and Trace

**£3m**  
Funding awarded to over **21,000** economically vulnerable households

**7,285**



children receiving School Uniform Grant totaling  
**£182,125**  
(4,280 households)



**99.9%**  
of bins collected first time



We redeployed **over 900** staff to support our pandemic response

**800** local residents registered to volunteer to support the COVID-19 response

**Local supply chains** used to provide secure PPE for our health care staff



Adult Social Care provided **over 14,000** items of equipment and 2,500 adaptations to maintain people's independence and ensure they can remain safe and well at home.

**Over 1,000** devices distributed to vulnerable children, hospitals and care homes to help residents get on-line.



Over **100,000** first vaccinations delivered by mid-March



## How our people responded #BeWigan in action

Throughout the pandemic, our staff, partners, residents and businesses have consistently shown what makes Wigan different by demonstrating everyday our positive, accountable, kind and courageous behaviours. #BeWigan

### Be Positive

Two borough-based business owners have taken the positive step to open a brand-new shop in Wigan town centre just as restrictions begin to ease for non-essential retail.

Little Pot Plants and Olive Owl Flowers, both ambassadors for Wigan Council's #SupportLocal campaign, have decided to up sticks and join the town centres current independent retailers in the hope of inspiring others to take the plunge too.



Amy Bithell from Hindley set up Little Pot Plants in August 2020 after being faced with redundancy due to pandemic. She said: "I started selling plants from my spare room and over the last few months, the business has snowballed. My redundancy turned into a great opportunity to finally live out my dream".

Sarah McCaig was a full-time wedding florist before the pandemic and operated from her shop unit in Orrell. During lockdown she adapted her business by moving online and although the website will remain, she decided to join Amy in the town centre. She said: "Since we met, Amy and I have had the same vision about creating an experience for customers.

Through the council's #SupportLocal campaign, which aims to give a platform to borough-based businesses of all kinds, their relationship strengthened. Local tradespeople were also hired during the transformation of the unit, with joiners creating bespoke counter tops and electricians checking the shop wiring.

### Be Accountable

Local resident Jayamali felt her family would be left behind when vital services moved online during lockdown. "I was worried that I couldn't access my son's schoolwork or take part in the course I had enrolled on. I only had a mobile phone with limited data, no Wi-Fi access and we were becoming isolated" she said.

Jayamali decided to take accountability for her family after hearing about Everyone Connected when volunteering at SWAP, a scheme to support asylum seekers and refugees in the borough. "We were really struggling, both physically and mentally, as we don't have many friends in the area and none of our family is local".

She contacted the Council's Digital Team who referred the family to DevicesDotNow and they provided a laptop. The Digital Team then provided one-to-one digital support over the telephone through their TechMates scheme which is run by council staff and volunteers to support vulnerable residents. "I am so grateful that I could continue my course online and stay in contact with my son's school".

Jayamalia feels much happier now she is free to access the information that she needs. "I was so grateful that I could continue my course online and stay in contact with my son's school. The laptop has been provided a lifeline for the whole family and we now use it to access health services, read books online and watch YouTube videos together".



## Be Kind

Stan Wallace only joined the Council in March 2020 to work on The Fire Within programme but as we entered our first lockdown and the exhibition closed to visitors, he was presented with the opportunity to be redeployed and responded with "I'll do anything to help".

He joined one of the Adult Social Care squads to support people living with dementia and took his experience of working in the family cabaret club into his new role.

"There are some parallels between hospitality and care in terms of looking after people, listening, being kind, making sure they are happy and serving food and drinks".

Stan said he was made to feel very welcome and supported during his redeployment.

"I was hugely impressed by the hard work of the staff there and the care taken with adults who need that support. It was a great privilege to have been able to do this role and be there when I was needed".

Now back preparing for the re-opening of The Fire Within exhibition, Stan is always looking at ways of making the displays and presentations inclusive to all audiences.



## Be Courageous

Peter Jones is a qualified HR Business Advisor but during the pandemic he took on a new role, supporting our frontline staff in adult social care. "This type of role was completely new to me and I was a little nervous when approached but accepted with a courageous smile".



Peter's deployment started with more general tasks such tidying up the gardens and supporting the Team Leaders with admin duties. Once he received his DBS clearance, he helped the staff team by providing adults with autism with support with daily living tasks, taking part in activities, and supporting them to get outside into the community and enjoy new experiences related to their interests.

Peter really enjoyed the opportunities presented during his deployment and felt it helped his own mental health during the pandemic. "Each day brought a different experience. I now appreciate the demands placed upon our front-line staff and I have returned to my HR role more empathetic with those staff".

Peter was able to build real connections and after he returned to his role in HR, he contacted the Shared Lives programme to see how he could continue to offer support. He now volunteers his time at evening and weekends to continue to assist one customer to continue to enjoy connecting in his local community. "This experience really opened my eyes to the great work done by Shared Lives Service and how valuable this is to our residents".

## In the eye of the storm

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**When the storm of COVID-19 hit, the council and its partners reacted in many ways to support our residents, businesses and communities. The spirit we showed in our response will help us in our recovery.**

### **Putting the Deal into practice**

Wigan's response to the pandemic was system-wide, unrelenting and effective. It is a great example of how strong local government, and true partnership working, together met the biggest health and social challenge we have faced.

### **#BeKind culture**

While the COVID-19 pandemic brought grief, sadness and despair it also brought out the very best qualities in our incredible staff - positivity, creativity, dedication and love - and highlighted a strong #BeKind ethic running through all of our staff, members, partners and communities of which we are incredibly proud. #BeKind became our rallying cry throughout the pandemic and summed up our response so well.

### **Caring & happiness**

Our caring professionals across health and social care focused on keeping people safe, cared for and happy as well as developing new and innovative ways of working. Care home residents in Wigan were not just cared for and protected by care staff but were supported to have happy lives. Our response highlighted how quickly we can shape and radically transform accommodation and support for older adults and the workforce who care for them.

### **New roles, big hearts**

More than 800 Wigan Council staff were redeployed to frontline roles to support the pandemic response. Our workforce stepped up to the challenge in their hundreds by volunteering, despite the personal risks, and adapted

quickly to take on new critical roles and using their strengths and skills in many different ways.

### **Neighbourhoods**

In just a matter of days our neighbourhood model proved to be highly effective in supporting those in need and delivering services in partnership with our partners and communities. The neighbourhood structure included a voluntary, community sector support network, food bank network and provision, matching local volunteers and links to mutual aid groups, wellbeing advice and comfort calls.

### **Leadership**

In order to provide clear leadership and rapid decision-making the council set-up its emergency response structures which have now been in place for 11 months. Cells directed the key response areas including community, schools, business and workforce. The council leader and chief executive provided leadership through our city region structures in the Greater Manchester Combined Authority, which included direct communication and negotiation with national Government.

### **Digital first**

The use of digital technology for health services rocketed with a significant increase in virtual outpatient and GP appointments - up to 85% of appointments during the peak. Digital devices brought separated people together with 100 iPads distributed to care homes and 60 iPads to the hospital in Wigan to support residents with family communication.

We also provided reconditioned, ex-employee devices to Adult learners struggling to connect remotely for English, Maths and ICT courses.

Our Techmates outreach programme helped support many people with essential digital skills and the uptake in digital ways of working took off in the council with staff and elected members adapting to video conferencing to progress council business.

### **Thank you all key workers**

Frontline waste services were maintained throughout the pandemic. This equated to 200,000 bins a week despite an increase in 34% of household waste and our waste collection team being depleted by more than 40% during some weeks. The team effort was hugely appreciated by our residents with bin collection staff receiving many thank you messages and even standing ovations.

### **Key enabler**

Wigan was one of the quickest local authorities nationally to issue grants to support businesses. In total the council has issued Business Support Grants totalling almost £120 million to more than 7,000 local businesses. Throughout the pandemic the council ensured the children in the borough were fed. We launched the Freelance Creative Practitioner COVID-19 scheme to support creatives living or working out of Wigan whose work had been directly affected by COVID-19.

### **Future focused**

We maintained an unstinting focus on our longer-term transformation priorities. These priorities will be essential in delivering a strong recovery and renewal of our local economy and our communities as we emerge from the pandemic and look to a better future. This includes community wealth building, our climate change strategy and town centre regeneration.

## Joanne's story



**“It’s made me a better person, being around the people who work there who were so lovely and caring”**

**- Joanne Bradshaw at Heathside Residential Home in Leigh**

**Before the outbreak, Joanne Bradshaw was a receptionist working for Inspiring Healthy Lifestyles (IHL) in Wigan. Her experiences during the pandemic changed her outlook on life and now she is training to become a nurse.**

Having been furloughed by IHL during the first national lockdown, Joanne volunteered for redeployment and was placed at Heathside Residential Home in Leigh, where she took on the role of a care home assistant, carrying out duties such as cleaning. As the pandemic worsened and Heathside was faced with high levels of staff sickness and absence, Joanne took on greater responsibility, spending more time directly with the residents and learning to provide personal care.

The experience of redeployment has been life-changing for Joanne, not only does she describe herself as a happier person, but she’s found her calling too! In January she enrolled onto a three-year Adult Nursing course at the University of Salford and upon completion her ambition is to specialise in palliative care.

*“I’ve changed as a person. I’m a lot more patient and have more empathy. To be honest I don’t know how I’ve done office work for so long. I feel I was made for this. Working in a care home I learned how to deal with people passing away and with grief. There are so many staff in the council who do this every day. It’s made me a better person, being around the people who work there who were so lovely and caring.”*

## Mapping the data

Through data and intelligence we can understand the impact on the borough, its communities residents and businesses. This helps us develop immediate responses and longer-term plans to address the many challenges we face.

**32,222**

residents claiming Universal Credit

**49%**

increase in the number of vulnerable adults reported

Significant growth in the number of children and young people known to social care

**12%**

increase in reported number of Domestic Abuse related incidents

**14%**

increase in the number of tenants with 7+ weeks rent arrears

Covid-19's economic impact makes the promise to level up the Wigan four times harder

**156%**

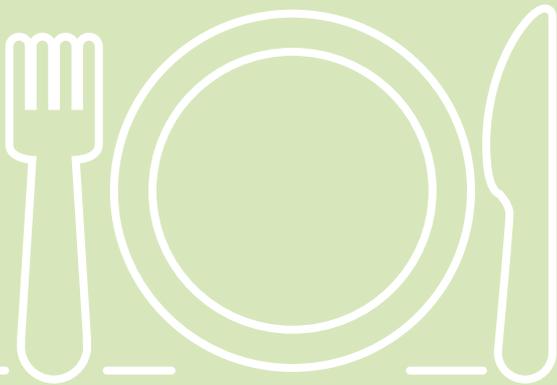
increase in cycling levels since the start of the pandemic

More than

**28,000**

confirmed cases of COVID-19, a rate of 8636 per 100,000





**49%**

children now in receipt of free school meals.  
An increase of 27% in just over 12 months



Over  
**1,000**  
deaths due to COVID-19

Approximately

**38,000**

pupils have been learning from home with varying degrees of success

There are currently

**18,400**

residents furloughed in the Borough.

**13.6%**

of Wigan businesses are less than 6 months sustainable.

Air quality improvements:  
NO2 levels down

**49%**

during lockdown compared to 2019



## Evaluating the impact

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### Immediate impact

**COVID-19 exposed the inequalities in our communities. The health and economic impacts of the pandemic have fallen most heavily on people already experiencing inequalities and have widened them further.**

#### Finances

- Wigan Council made a major contribution to the national response to pandemic, working to protect local communities and businesses, whilst continuing to deliver existing services. The pandemic has in turn placed significant pressure on our finances with £49.9m increased costs and £22m loss of income during the past 12 months.

#### Adult Social Care and Health

- Safety alerts for adults at risk increased 55% compared to the previous year and there is increased demand in mental health assessments for people experiencing trauma. There has been an increase in people with substance/alcohol misuse and homeless issues.
- Wigan Borough has so far suffered over 1,000 deaths due to COVID-19. The North West has the highest COVID-19 death rate of any region in the UK, at 240 per 100,000 people, compared to the English average of 197.
- Public Health England figures show the steepest national decline in life expectancy over the past year since World War Two. The biggest drops - of 2.3 years among the poorest men and 1.8 years for the poorest women - were jointly in the North West and the North East.

#### Children and Young People

- There has been a growth of 2,581 children in receipt of free school meals.
- High infection rates in the north have had a disproportionate impact on school attendance rates. In November, 12.5% of pupils in Greater Manchester were affected by school/class closures at any given time, compared to 5% nationally.

#### Economy

- Areas in the North with weaker low-skill service-based economies have seen the greatest impact, making levelling up places like Wigan at least four times harder than areas in the South.

- According to the latest Growth Hub survey 13.6% of Wigan businesses are less than 6 months sustainable.
- Two thirds of the VCSEs have been unable continue throughout the crisis.

#### Employment and Skills

- The ending of the furlough scheme will see a wave of redundancies and labour market churn – pushing up unemployment and damaging incomes for many. There are currently 18,400 residents furloughed in the Borough.
- Unemployment has doubled since the start of the pandemic. 19,716 residents of working age (aged 16-64) claim the out-of-work element of Universal Credit (UC). This equates to 9.7% of the total working age population. This increases to 19% in our most challenging communities. With 35% of the 19,716 claimants residing in the top 10% challenging communities in the country.
- Unemployment is more acutely felt in the younger demographic, with 11.5% of all 16-24 year olds claiming the out-of-work element of universal credit, which suggests there continues to be fewer job opportunities for younger residents.

#### Crime and Disorder

- Police data shows an increase in offences flagged as domestic abuse-related during the pandemic. There has been an increase in demand for domestic abuse victim services. Anti-social behaviour and violent crime has also increased.

#### Environment

- Lockdowns have illustrated the impact human activity has on the climate and the degradation of the environment. Recent government polls showed the awareness of “net zero” has grown significantly over the past year.
- Unprecedented shift to active transport modes – significant levels of uptake of cycling since the pandemic began. Sensor technology at the Scot Lane canal in Standish showed a 156 per cent jump in cycling levels.

## Assessing the impact

### Future impacts

While it is difficult to predict the longer-term impact on the people of the borough we are starting to see evidence of underlying or emerging issues which COVID-19 has exacerbated.

<p><b>Health and wellbeing</b></p>  <p>Delayed health treatment has impacted on the severity of long-term conditions and cancer diagnoses. We have seen an increase in mental health problems, sedentary lifestyles and drug and alcohol dependency across the borough.</p>	<p><b>Communities</b></p>  <p>We have invested £11m in our VCSE sector over the past 7 years which has supported outstanding voluntary and community organisations across the borough.</p> <p>How can we sustain our third sector?</p>	<p><b>Economy</b></p>  <p>Business support grants means the true economic impact of the pandemic may be hidden.</p> <p>Unemployment levels have doubled in Wigan since the start of the pandemic and with 18,400 residents furloughed, many face an uncertain future and need our support.</p>
<p><b>Children and Young People</b></p>  <p>Over 25,500 babies were registered during the pandemic in Wigan. Babies and children have had limited opportunities</p> <p>There is concern about the longer-term effects of some children falling behind from prolonged home schooling and wider adolescent mental health. We have been unable to divert young people in to diversionary activity and have seen an increase in youth anti-social behaviour.</p>	<p><b>Inequality</b></p>  <p>The pandemic has exacerbated inequalities.</p> <p>Which measures and policies can we rapidly deploy to help mitigate this crisis locally and how can we support and implement the recommendations of the Greater Manchester Independent Inequalities Commission in their recent report: 'The Next Level: Good Lives for all in Greater Manchester'?</p>	<p><b>Our towns</b></p>  <p>People in the borough have told us they identify most strongly as belonging to their local town or village.</p> <p>Many local towns and high street have been shut and with 13.6% of Wigan businesses less than 6 months sustainable, many may not re-open.</p> <p>How can we help bring life and activity back to our towns? Places that mean so much to local people.</p>

### What our residents told us

**More than 4,500 of our residents told us about how their lives and their views on the future had changed in our COVID-19 impact survey in 2020.**

**36%** experienced a negative effect on their mental health. 55% of young people said their mental health was worse.

**4 in 10** residents expressed a concern about future employment

**55%** of residents supported local businesses more and 1 in 2 said they would continue.

**78%** want the council to prioritise environmental issues.



**46%** helped neighbours, such as providing help with shopping and gardening.

**64%** of residents said they used more digital technology to stay in touch with family and friends.

## After the rain, here comes the sunshine

**Over the past decade The Deal has established a new relationship between residents and the council and a new way of working.**

The Deal 2030 strategy was formed in 2018 as the next chapter for The Deal and was created from the biggest consultation exercise undertaken by the council, the Big Listening project. It outlined our residents' 10 biggest priorities for the coming decade and set out how together, through embracing the Deal principles, we could work to achieve them.

**The Deal 2030 priorities are:**

- Ensure the best start in life
- Happy, healthy people
- Communities that care for each other
- Vibrant town centres for all
- Environment to be proud of
- Embracing culture, sport and heritage
- Economic growth that benefits everyone
- Confidently digital
- A well-connected place
- A home for all

Our recovery is an opportunity to accelerate priorities in key areas of Deal 2030 while helping to address some of the immediate pressures posed by the pandemic.

The recovery response is underpinned by Deal 2030 and we will use this opportunity to refocus our vision, re-visit our priorities and work with residents, partners, communities and businesses to come out of the storm with hope and confidence for the future.



### Public engagement & co-production

The priorities of the Recovery Plan have also been informed from the recent engagement exercise with residents, on-going dialogue with businesses and our community partners and intelligence that outlines the positions of various sectors in the borough.

Future engagement is planned to take place with residents throughout 2021.

Our Big Listening Festival will be the next stage of our conversation with residents on the issues that matter the most to them.

This will help the council update and adapt its recovery plans according to our residents' views and lead to a refreshed Deal 2030.



## Building back fairer

**How we go about our recovery work is as important as what we do.**

We will continue to act with kindness and compassion and listen to our residents so they feel engaged and included in our recovery.

Here we set out the principles that will guide our recovery work and exemplify what it means to work in Wigan.



### Our Recovery Principles

**In order** to meet the financial challenges facing us and the social and economic challenges facing the borough, we must fundamentally transform as a council through deeper application of our Deal principles and behaviours and accept there is no going back to how we operated prior to the crisis.

**We will listen** to our residents to understand how their priorities have changed and we will refresh Deal 2030 on the back of this continuous engagement to ensure our plan for the borough matches the aspirations and priorities of our residents.

**Our plans** and decisions will be communicated regularly and openly and in a wide range of methods to keep as many people informed and updated as possible. This will build on the confidence and trust we have developed with our residents throughout the pandemic.

**Based on** our established asset-based approach through The Deal, we will continue to work closely with communities, businesses and the voluntary sector in the recovery process, so that those most affected are not left behind and our partnership working will be as strong as ever following our shared experience in responding to this crisis.

**We will invest** in our young people and instead of there being a lost generation, support a resilient and highly ambitious generation equipped with the skills for a new emerging economy.

**To support** our local economy and businesses throughout this challenging time we will adopt and commit to community wealth building principles as standard across the council and in collaboration with our anchor partners.

**We will identify** best practice and lessons learned in order to support recovery and we will take that learning and innovate, giving our brilliant staff permission to develop new, efficient and effective ways of delivering services to maximise their impact. Our BeWigan behaviours of being positive, accountable, courageous and kind will continue to flow through everything we do.

**We will be robust** in identifying potential funding sources to support recovery, ensure communities and businesses can access the support that is available and use creative new ways and models to deliver services and the support that matters most to our people.

**The low carbon** economy and future of our environment is now a fundamental priority when making strategic decisions. This will support the economy and future resilience of the borough.

## Our Recovery Pledges

**During the last 12 months we have supported each other and achieved so much to reduce the impact of COVID-19.**

The pride displayed by our residents and their commitment to help each other is the reason why we can be confident in our recovery.

As we move from lockdown, we have identified 4 pledges to guide our approach. These pledges will be at the forefront of our recovery plans.



### Our Recovery Pledges



- 1. To build a brighter future for our children and young people.**
- 2. To rebuild our local economy**
- 3. To support our communities and health and wellbeing**
- 4. To confront local inequalities**
- 5. To regenerate our places**



## Pledge 1: Build a brighter future for our children and young people

Responding to the pandemic's impact on children and young people in our borough is a major challenge but one we are determined to deliver on. We are committed to using this opportunity for building back better for our children and young people. The challenges are all too real with many children falling behind with their academic and social progress, and some of our more disadvantaged pupils and those with additional needs falling even further behind. A strong evidenced based, partnership approach will be needed to creatively put in place the right support for all of our children to ensure they succeed in education and employment and that no-one is left behind.

Our Vision for Children and Young People is: We want all children in Wigan to be happy, healthy and

safe; to feel listened to and to have the maximum opportunities to be ambitious, reach their aspirations and be successful. If children or their families need help and support it should be at the right time, by the right person and in the right place for them.

We want to continue to have effective relationships with all residents and wider partners. Our Earliest Help offer will provide support to improve outcomes for children and families. In education, we will work across our partnership with the collective aim of every child reaching their full potential in a system that is inclusive of all.

We will support the health and wellbeing of our children, young people and the adults that care for them. We recognise that the

pandemic has brought greater challenges and we will ensure our partnership offer is appropriate, timely and consistent with clear signposting to the right support in the right place. We want to support our children & their families to become more confident, independent and resilient in their own decisions and lives.

We will listen carefully to children, young people and their families and embed their views and ideas on improving our offer through effective co-production of policies and services. These actions will support recommendations from Marmot's 'Build Back Fairer' report which endorses a system-wide effort to tackle inequalities in health in our city region.

## Let's make it happen by ....

### Providing Early Help and Support for Families

We will develop our Earliest Help Offer to ensure that when children and their families need help, support or guidance they can access it at the right time for them, in the right place and it is delivered by the right service.

Our Community Wealth Building approach will enable us to work creatively and innovatively with public sector partners and the VCSE sector to identify and address any gaps in our Early Help offer. Our aim is to have the expertise, skills and knowledge in our partnership wide workforce to connect people to the things they enjoy and need in their community. We will engage and mobilise groups in the community and this will mean that families will receive the right support at the right time and from the right place.

### Supporting our children's education and schools

Through our Excellence in Education Strategy, we will support every child and young person in our borough to reach their full potential; to feel healthy, happy and safe in their setting and have a positive educational experience.

We will support every education setting in Wigan to make effective

provision for all children and young people, particularly our more vulnerable students so that they can make good progress in their learning and can move easily onto the next stage of their education and aspire for employment and independent adult life.

We will continue to progress the programme of work to develop our mental health & well-being offer in schools, including the current CAMHS school link workers and the new Mental Health in Schools teams that will be in place in early 2022.

We are increasing the support available to help children get back into school through our welfare and other school and care support services at each age and education phase.

### Listening to our children, young people and families

Through our clear participation strategy we will give children, young people and their families the responsibility and opportunity to have their say about topics that effect their communities today and will use this insight to shape our future services.

Our Big Listening Festival will provide an opportunity to listen to our children and young people, ensuring there is meaningful co-production of our policies and service delivery

to reflect local needs and future aspirations. In particular, evaluating the impact of the pandemic, it's effects on them and how we can recover together and build back fairer.

### Reducing child poverty

Through our Local Welfare Support Service, we provide help to families who face financial insecurity and help lift them out of poverty. We will tackle the underlying causes of their needs and provide the support they are entitled to in a timely way to deliver equal outcomes.

Our Holiday Activities and Food (HAF) programme will ensure that children and young people who are eligible to benefit related free school meals get access to a range of activities and food over school holiday periods.

### Promoting the health and wellbeing of our children

We will promote the importance of physical & mental health and wellbeing as our children develop and strive to reach their future potential and deliver an effective early intervention offer in and alongside our education settings.

The role of art, culture and sport will be essential in displaying the creativity and immense talent of our young people. Working alongside

our colleagues in health and leisure, partners and our communities in grass roots sports and activities, we will deliver programmes for children. These will include outdoor adventure activities, weight management, junior fitness, dance, swimming, gymnastics, play and sports coaching.

We will provide financial support for talented athletes living in the Wigan borough through our Believe Talent Fund and provide free access to our Be Well leisure facilities via the FANS scheme.

### Building ambition for the future

As our children and young people navigate through their educational career, we will support them to achieve their full potential with the right digital access, skills and knowledge, delivering 21st century

skills through an education system that builds confidence, resilience and excellent capability for now and in the future.

We will help our young people understand the vital role they have within our communities and how they can give back as valuable and responsible citizens and play a part in shaping the place in which they live. Working with our partners and the Wigan and Leigh Community Co-operative we will deliver a programme to provide young adults the opportunity to explore entrepreneurship and develop the skills needed to establish their own business.

We will work with and support local businesses /employers, colleges, schools & partner universities to look

at creating further opportunities for work experience, apprenticeships and other routes to employment and training. We want to ensure that these opportunities are matched to all young people and the support needs they may have to make a successful transition into young adulthood.

Through our volunteer Care Leaver Supporters Scheme, we will encourage our care leavers to fulfil their dreams. As they make the transition to independent living, our team of supporters will be on hand to help them to adjust and offer practical help and advice.

Through our Corporate Parenting Board, we ensure that we have a focus on our most vulnerable young people and champion outcomes for children looked after and care leavers.

## Tommy's story

**“This is like a dream come true, it's all I ever wanted to do work with such a strong team and showcase my work. I have big ambitions and really want to develop this salon and build the brand on social media”.**

**- Tommy Taylor,  
Care leaver**

**Tommy Taylor has a real artistic flair and an exciting future ahead as a colour technician and stylist. His work has already been recognised by regional competitions and celebrity magazines and clients.**

Tommy said “I always wanted to go into hairdressing when I was younger and I would often style my sister's hair”

After being in foster care since the age of 10, Tommy wanted to dispel the myths around care leavers and use his experience to inspire others. “My foster mum Pat always encouraged me to work hard and insisted I get a job as soon as I left school”.

After securing work at a salon in Wigan, Tommy started his training at the prestigious Trevor Sorbie academy in Manchester where he worked with a team of highly skilled professionals to obtain his NVQ qualifications.

He was really enjoying his career but the pandemic hit and salons were forced to close, he lost both his job and his flat. This was a difficult time for Tommy but with support from the Care Leavers team at the council, he was able to get his life back on track and has now secured a new job at a local salon.

## Pledge 2: Rebuild our local Economy

**Whilst the pandemic had serious implications for the health of our residents and our healthcare services, this has also been a distressing time for our businesses.**

The future for many looks uncertain that is why we must be radical in our approach and give our businesses and local economy support like never before.

During the pandemic we directly engaged with over 2200 local businesses to offer advice, guidance and financial support.

In return, businesses showed their strong values and commitment to our borough during the pandemic. Many changed their operations to ensure residents were able to have deliveries of essentials.

Others made donations to community hubs and health facilities ranging from cash donations, equipment, food supplies and also providing volunteers.

Harnessing this good local economy of businesses with shared values for the borough is a key pillar of our recovery.

We believe the council's role in shaping a fairer local economy is now more vital than it has been ever before.

We have launched our Spend, Support, Shop Local campaign in 2020 and want to build back a fairer economy which puts control in the hands of local people, businesses and communities.

We want to create conditions for small businesses and larger employers rooted in the borough to flourish and working together we will build our reputation for developing our Green Economy.

## Let's make it happen by .....

### **Stimulating economic growth**

We will provide a business and local economy fund to create confidence and support our ambition to grow businesses which are rooted here in our borough.

We will encourage greater diversity of businesses in which wealth is both created and shared between owners, workers and consumers and support more social enterprises and co-operatives to contribute to building local wealth.

### **Working with our businesses**

We will develop new partnerships and connections through our Wigan Business Consortia and support the larger businesses which are rooted here in the borough to re-establish lost income streams, develop new ones and retain and recruit staff locally.

### **Encouraging entrepreneurship and innovation**

We will establish innovation hubs in the borough so that our new businesses have the right space and extra expertise on hand to flourish. We will nurture new and fledgling businesses through our hubs and provide them with wrap-around support.

We will encourage our local entrepreneurs to develop new business models and networks and support them with marketing and advise on using digital platforms.

### **Promoting Community Wealth Building (CWB)**

We will tackle economic inequality locally and create a fairer borough with greater opportunities for all through our CWB approach.

Using our CWB vision we will explore opportunities to stimulate our local economy by investing local and developing local supply chains.

We will lead by example with other 'anchor institutions' putting our supply chains, our workforce and our assets at the forefront of creating a truly inclusive economy.

### **Developing our Green Economy**

We will work with local businesses to establish a Greener Economy, one that is low carbon, resource efficient and socially inclusive.

We will increase the number of local people employed in secure, green jobs paying the living wage.

### **Investing in our heritage and assets**

We will protect Wigan's heritage through our new Historic Environment Strategy and work in partnership with communities and other stakeholders to conserve our assets and environment.

We will provide grant funding to support our voluntary and amateur cultural groups as they reopen and set out our vision for a new creative hub in Leigh.

## Caeryn's story



**Caeryn Collins, owner of Impressions Uniform in Standish, was determined to maintain her shops during the pandemic but realised she didn't need all the space, so she rented out a room to a local tutor.**

Caeryn also decided to improve her online offer and replicate the level of service customer's received in store. After quick thinking she introduced online size guides, payment schemes and an appointment system. She also introduced Take 2, a home delivery service for customers to try a variety of different sizes at no extra cost.

Caeryn is a firm believer and advocate of supporting local, always going out of her way to source local products and supporting her fellow businesses. In future she thinks our high streets will have a different look but if local businesses identify opportunities to diversify, offer variety and work together they will recover and increase footfall.

*"I am a self-development junkie, constantly looking for ways to improve my business. I believe my business has grown due to it's vision and values and it's this ethos that will drive recovery in our local high streets".*

**"I believe my business has grown due to its vision and values and it's this ethos that will drive recovery in our local high streets"**

**- Caeryn Collins,  
Owner Impressions Uniform**

## Pledge 3: Support our communities and health and wellbeing

### **The borough's Voluntary, Community and Social Enterprise sector was the foundation on which we delivered our effective community-based response to the pandemic.**

Now is the time to take the next step in our relationship with the VCSE sector and strengthen it through the establishment of anchor organisations and collaborative networks.

Building on the recent Social Enterprise Places award by Social Enterprise UK, we will reframe our partnership with VCSE organisations as equal partners in the delivery of Deal 2030.

We will support new working relationships, embedding our community wealth building vision and principles and reducing dependency on the council.

As we start our journey of recovery, we want to build capacity for grassroot community ideas and groups to make a real difference in the communities where they are based.

We will assist social enterprise and cooperative development and support organisations to help communities and neighborhoods come together to heal and celebrate their new and old connections.

This has been a very challenging period for us all, especially our healthcare services where there has been a reduction in primary care contacts for various physical and mental health conditions. As we exit lockdown, we will be ready to respond to an increase in complex cases including mental health, self-neglect and a rise in dependency on drugs and alcohol.

We will also use our pioneering approach to culture 'The Fire Within' to support the health and wellbeing of our residents. We will continue to change lives, inspire local talent and provide them with a platform to showcase their creative work.

## Let's make it happen by .....

### **Championing Arts and Culture**

We will launch the next phase of our Cultural Manifesto 'The Fire Within' with a focus on Health and Happiness.

There will be exhibitions and events throughout the year for residents to enjoy and visit with family and friends.

We will work in partnership with the cultural organisations in the borough and make arts and culture accessible to everyone. We will support independent creative practitioners by commissioning a series of arts projects on the theme of mental health and wellbeing.

### **Promoting our VCSE sector**

We will work closely with VCSE partners to understand the impact of the pandemic on the sector and how we can work collaboratively with the sector to support recovery.

We will support grassroot causes and grow economically generative businesses, including co-operatives, social enterprises and employee-owned businesses.

We will support grassroot organisations, and the continued development of local assets at the heart of our communities.

We will promote opportunities for more collaborative working across the sector, and development of more sustainable models, including co-operatives, social enterprise and employee-owned businesses.

We will reset our relationship with the sector using an asset-based approach, where we use our strengths together with those of the sector, in an equal partnership, to improve outcomes for the borough.

### **Empowering our communities**

We will launch a new Community Recovery Fund to start to heal, rebuild and empower our communities so they can grow and flourish. We will accept applications from our voluntary and community organisations who require support following the pandemic.

We will make funding available for smaller community projects requested by our residents that encourage community spirit, engage volunteers and look for crowd funding opportunities to create a shared sense of purpose and ownership.

### **Supporting health and wellbeing**

We will provide additional investment in health programmes to help those most affected by COVID-19 and deliver vaccination and testing programmes,

so our residents are protected and safe. The Healthier Wigan Partnership will identify how to address delays to routine and preventative health care caused by the pandemic.

We will deliver a sports and physical activity local delivery pilot to improve physical health and wellbeing in our communities. We will ensure that planned rugby and football tournaments leave a legacy to benefit our communities providing improved facilities and increased participation in sport.

### **Engaging and listening to residents**

We will launch the Big Listening Festival to reach out to residents, listen to their ideas and come together to find solutions to social, economic and environment impacts of the pandemic. We will launch new ways or working like assemblies with our citizens for co-production and collaborative working.

### **Encouraging a kinder society**

We will inspire our communities to come together to heal and celebrate new and old. Through a new neighbourhood model we will build connections and work with our faith groups to generate solidarity and kindness between communities. We will welcome new volunteers, community champions and promote our Employee Volunteer Scheme.

## Mansoor's story



**Mansoor Ahmed wanted to support the humanitarian response in his local community, so he began making hot meals for volunteers and the vulnerable from his home in Hindley.**

He was then invited to use local community kitchen facilities and with help from Humanity First he was able to extend his reach. Mansoor and 33 other volunteers, were able to cook over 6000 meals for residents who needed support during the pandemic.

Mansoor is now looking forward to the future. The support he has received from the community has inspired him to continue to deliver his services and look for ways to expand.

*"I moved to Wigan not long before the pandemic, but it was the right choice. I'm proud to live here. It has been amazing to see the positive response from the community and see how much they value and appreciate our contribution. It has made me incredibly optimistic about the future. I would like to open a food bank and support centre for the homeless so we can continue to build strong relationships with the local communities in the Wigan Borough."*

**"It has been amazing to see the positive response from the community and see how much they value and appreciate our contribution."**

**- Mansoor Ahmed,  
Volunteer**

## Pledge 4: Confront local inequalities

### **Championing equality, diversity and inclusion**

The extraordinary circumstances have meant real financial difficulty for many households, with people left facing hard choices.

We will continue to deliver the right and timely welfare support to help the most vulnerable in our communities.

We want all our residents, young and older to feel supported with hope for the future. Every generation has its own experience of the COVID-19 pandemic.

For our young people the impact has been hardest in terms of their future prospects and we must do

all we can to prevent a generation of lost opportunities and potential that isn't harnessed or maximised.

Through recovery we want to support successful transitions between all phases of education from early years through to schools, post 16 education, and employment and training opportunities.

We also want to support mental health resilience in our residents and provide them with renewed hope and aspiration to develop lasting futures and careers here in the borough. We will build on the valuable work undertaken during lockdown to ensure people do not return to the streets or to unsafe

living conditions and will strive to end rough sleeping for good.

Amongst the tragedy of 2020 we experienced rapid deployment of digital transformation. We will launch a new Digital Strategy and prioritise digital inclusion and new technology but in a way that continues to enhance humanity and kindness in our public services.

We will seek to understand and address the impact of COVID-19 on under-represented groups, and characteristic groups within our community, to ensure that we are promoting equality and diversity in all that we do.

## Let's make it happen by....

### **Providing opportunities and support to parents, children and families**

We will work with our residents and target recovery activity and support where it is most needed through evidence-based decisions and focusing on priority outcomes.

We will champion equality and tackle the effects of poverty, isolation and loneliness by ensuring our services are located in the communities they serve.

We will deliver our 5 Equality aims for 2021 which include understanding our communities, celebrating respect and diversity, ensuring our approaches are inclusive and developing a diverse and representative workforce.

We will refresh our Equality and Diversity Steering Group and arrangements to ensure that they represent the diverse communities within our borough.

### **Investing in Education, Employment and Skills**

We will provide a financial fund for our young people to support them into the labour market. Building on our strong partnerships with colleges, Universities and providers we will deliver an improved

education, employment and training offer.

We will assist young people to learn valuable skills to become self-sufficient and access education and training opportunities by improving our youth offer.

### **Reducing the Digital divide**

We will provide access to the digital skills and technology that our residents need to thrive. Our digital services will make people's lives easier with the introduction of new key systems and residents will be supported to get online by an increase in the number of #TechMate volunteers.

Through our new Digital Communities Partnership we will work with our community partners, voluntary and social enterprise sector to tackle digital exclusion. Residents will be able to loan devices and data from our libraries or use our improved network of public use computers.

### **Building Future Careers**

We will offer 100 new apprenticeships to local people to deliver new talents and energy to our workforce. We will also provide grant incentives to local businesses to offer local apprenticeships. We

will fund training for 50 support workers to qualify as nursing assistants at our local college and recruit 20 additional nurses into our amazing care homes.

### **Improving population health and reducing health inequalities**

The pandemic shone a light on health inequalities in our country and the Healthier Wigan Partnership will strive to reduce the impact of the pandemic. We will plan ahead for an increased demand in complex care needs including mental health issues, medication-related problems and social vulnerability.

### **Supporting those who need it most**

We will deliver 20 self-contained units of accommodation for rough sleepers across the borough using £1m of funding secured from the Next Steps programme. We will work to enhance employment opportunities for previous rough sleepers through advice and financial support.

We will ensure that our Empty Homes strategy employs a mix of methods to bring empty homes in the borough back into use.

## Oliver's story



**“I had been out of work for 12 months... I’m now feeling more optimistic about my future”**

**- Oliver Wilcock,  
on the Kickstart scheme**

**Oliver Wilcock had always been interested in graphic design but after completing his degree course he struggled to find a suitable role.**

Then his work coach at Jobcentre Plus introduced him to the Kickstart Scheme and landed his dream placement with Arran Heaton Productions Ltd.

Oliver started the six-month scheme in March and feels he is learning new skills every day. As part of the scheme, Oliver attends Wigan and Leigh College one day a week for an introduction to business course. At the end of his placement, he hopes to secure a permanent position.

*“I had been out of work for 12 months before I began my Kickstart placement in March. I was starting to fall out of love with graphic design but now I am really enjoying my work. Arran and his team have made me feel very welcome and I have lots in common with my work colleagues. I am now feeling more relaxed and optimistic for the future”.*

## Pledge 5: Regenerate our places

### **The pandemic accelerated change in our personal and working lives and the same applies to our town centres and public spaces.**

Recovering from this crisis is an opportunity to reimagine our places and to create spaces that work in the post-COVID-19 world.

With advice to stay local, many residents rediscovered their neighbourhoods and local high streets and they became people's lifeline for essential retail and services and as a gateway to local parks and greenspace.

We will build on the pride our Wigan residents feel towards their local district centres and continue to support safer communities by investing to reduce crime and anti-social behaviour 'hotspots'.

The extension of the Our Town programme will see engagement and environmental improvement work taking place across all 10 district centres.

We will prioritise enhancing our parks and greenspaces and plant trees to support our climate change agenda and provide a lasting green memorial for those we lost during the pandemic.

There will also be feature initiatives guided by local members and residents as well as the opportunity for participatory budgeting pilots.

Our house building programme will continue to deliver a variety of affordable homes and improve the quality of housing in the borough.

Our programme will provide opportunities for young families or professionals looking to buy for the first time and help the growing number of older people choose accommodation which is right for them.

## Let's make it happen by....

### **Relaunching Our Town**

We will relaunch the Our Town programme to build a sense of community, pride and belonging.

The fund will support our 10 local districts to celebrate, heal and build on connections and relationships through our Communities that Care fund.

We will create lasting tributes by planting trees and mark this time in history for future generations.

### **Enjoying our parks and greenspaces**

We will improve enjoyment by investing in the parks and greenspaces that mean so much to our residents.

We will invest £1.6m in Pennington Flash, providing Leigh with a fantastic visitor destination which can be linked to two major sporting tournaments in 2021 and 2022.

### **Regenerating our town centres**

We will start the development of a new £130m destination attraction with a new distinctive market place and Galleries development which will act as a catalyst to revive our borough and regenerate our local economy.

We will continue our plans for future development and investment through our Believe in Leigh programme.

### **Supporting a Cleaner, Greener Borough**

We will consider the climate, air quality and environment in every decision we make.

We will reduce the negative impacts on the environment through decarbonisation of buildings, electronic vehicle charging points and an active travel infrastructure with a connected network of accessible, green spaces.

### **Improving Community Safety**

We will implement a 'target hardening' fund to reduce crime and anti-social behaviour in hotspots in the borough and support safer communities. We will work with our Place and Community Safety Partnership and engage with our communities to understand local neighbourhood issues.

### **Providing a home for all**

We will continue to invest in our direct delivery housing programme and build over 200 new homes in the next 2 years.

We will extend and widen our housing offer and ensure that new developments deliver bio-diversity net gain to support the sustainable development of the borough.

We will provide an additional 80 properties in the next 12 months through our Ethical Lettings Agency.

## Lucy's story



**Lucy Coleman is one of a growing number of Wigan teenagers with an interest in tackling climate change.**

Keen to move away from a fast fashion and throwaway culture, Lucy wants to change our shopping habits and create a more sustainable model.

By opening her public swap, Lucy aims to create a second-hand market for clothes. She hopes to encourage residents to swap unwanted clothes instead of throwing them in the bin and demonstrate that buying new is not the only way to enjoy clothes. This straightforward solution to getting better wear out of clothes will bring the community together whilst reducing the amount of unwanted items going to landfill.

*"I am very keen to educate young adults on how to protect and improve our environment. Youth voices have never been more important as we are the generation who needs to make a difference"*

**"Youth voices have never been more important as we are the generation who needs to make a difference"**

**- Lucy Coleman**

## Somewhere over the rainbow

### Our evaluation framework will measure the success of the Borough's Recovery Plan.

The approach will harness existing evaluation activities linked to Deal 2030 and explore the application of new innovative approaches. It will include a range of measures and indicators that, taken together, paint a picture of the borough's recovery.

### Evaluation principles

- Our recovery response is underpinned by our Deal 2030 ambitions.
- Our data will help us to understand the impact on our residents, communities and businesses.
- Our existing monitoring processes will be used to demonstrate the impact.
- Our services will use new approaches and harness insight from emerging delivery models.

### Measuring Our Success

We will introduce a framework of analysis that can be used to assess the broad range of interventions that stem from it. This could include, but not limited to:

- Case studies that describe the change process and impact.

- Evidence the mood of the borough through the Big Listening Festival and future events.
- Utilise emerging engagement platform to capture the experience of residents.
- Develop a bank of citizen researchers able to provide an ongoing indicator of public perceptions across the lifecycle of the plan.
- Assess the impact of interventions on self-reliance at a neighbourhood level, developing a community resilience index to track change over time.
- Build on our existing dashboards and associated Public Health intelligence products to consider the ongoing impacts of pandemic beyond the immediate shocks to healthcare and the economy.
- Establish a working group made up of officers from across the organisation and partners to help gather evidence and develop insight-based analysis.
- Develop a specific, measurable set of output and outcome measures once specific interventions have been established.
- Utilise data visualisation tools to better communicate the impact of the Recovery Plan.
- Harness the growing Arts and Culture scene in the borough to help capture the impact of our work in creative and innovative ways.

## Resourcing Our Recovery

### **"It is a testament to The Deal' that we are in a strong financial position".**

In the last decade Wigan Council has made savings of £160m, representing 40 per cent of our overall budget. Last year was the first time in more than a decade that we were able to set a no-cuts budget, this was largely due to prudential financial planning and the success of The Deal.

However, the pandemic has had a severe impact on our income

and increased our expenditure. In fact, the North of England's economy has been hit harder than the rest of the country and the inequalities between the North and the rest of the country have been exacerbated.

We have built a strong foundation through The Deal and we will use this pioneering approach to drive our recovery and resurgence. Our Community Wealth Building principles will ensure we spend locally, support our local supply chains and keep

the Wigan pound in Wigan. Our unique sense of community spirit and the kindness and compassion of our residents will support our resurgence.

Our relationships with our partners will help resource our recovery and identify new ways of investing public money and sharing the social and economic benefits. Our Recovery plan will be instrumental in helping us build back fairer to ensure nobody is left behind.



**£5m**

**Recovery Fund** to support our Recovery and promote growth.

**£6.7m**

**Mayor's Challenge Fund** for cycling and walking improvements.

**£1.3m**

**Heritage Action Zone.**

**£700k**

to help support victims of domestic abuse.

**£2m**

**Community Recovery Fund** to help community organisations, groups and clubs disrupted by the pandemic get back up and running.

**£16.6m**

**Future High Street Fund.**

**£29.4m**

investment in the **local housing market**

**£5m**

Believe in Leigh programme.

**£5.7m**

grant funding to reduce our carbon emissions

**£3.8m**

**Growth Deal funding** to deliver cycling and walking improvements across the borough.

**£3.1m**

**of Arts and Culture investment** secured thanks to the borough's Cultural Manifesto.

**£40m**

investment in **children's services** and adult social care over the next 4 years.



## Recovery Governance

### Recovery Governance

The Wigan Recovery Plan is complementary to the overall aims and ambitions of the Deal 2030 and sets out some immediate priorities post the COVID-19 pandemic following consultation with residents. The Deal 2030 is our ten year strategy developed with our partners and residents to improve lives in the Wigan borough. The recovery plan is boroughwide and will be delivered through true collaboration with the Council,

its partners, local businesses, VCSE, communities and residents working together for a better future.

We will govern the delivery of the Recovery Plan and The Deal 2030 through the Council's Cabinet chaired by the Leader of the Council, and by connecting into our community engagement networks and partnership structures to ensure that of our shared priorities are driven

forward in a coordinated way. We will work through of existing strategic partnership to progress our aims and ambitions, such as the Community Wealth Building Anchor Partnership, Healthier Wigan Partnership, Place and Community Safety Partnership, Wigan Education Partnership, Employment and Skills Partnership, Deal for Children and Young People's Board and the other strong partnership we have in place as a borough.



**Cllr David Molyneux**  
Executive Leader,  
Portfolio holder for  
Economic Development  
and Regeneration



**Cllr Keith Cunliffe**  
Deputy Leader, Portfolio  
hold for Adult Social Care



**Cllr Jenny Bullen**  
Portfolio holder for  
Children and Young  
People's Services



**Cllr Chris Ready**  
Portfolio holder for  
Communities, Public  
Relations, Corporate  
Land, Community Assets  
and Culture



**Cllr Susan Gambles**  
Portfolio holder for  
Housing and Welfare



**Cllr Paul Prescott**  
Portfolio holder  
for Planning and  
Environmental Services  
and Transport



**Cllr Kevin Anderson**  
Portfolio holder for  
Police, Crime and Civil  
Contingencies



**Cllr Nazia Rehman**  
Portfolio holder for  
Resources, Finance and  
Transformation



Things will  
get better

