



| Topic | Five year vision to 2028 | What ways of working will enable this? How do we come together? |
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| Neighbourhood working that responds to local needs and identity | <ul style="list-style-type: none"> • Join up teams in neighbourhoods • Platforms to feedback • Recognising priorities in micro areas (basic steps) • Visibility in the area • Partnership meetings co-hosted with services and CVFSE sector • Be proud if we can get the basic's right | <ul style="list-style-type: none"> • Speak to residents to gain pride and act on this • Get the basics right • Trusted relationships with lead organisations • Strong relationship with officers • Meet and greet regularly with sector and officers together • Personal contact • Know who to speak to and how • Visible presence • Clear communication • Understanding of sector by ALL Council teams • Quick reactions to problem solve as a partnership • Having a voice – share experiences and understand diversity • Break down political barriers – engage with the community • Use of inclusive language • Outreach • Build trust |
| Sharing data and insight to gain a fuller picture | <ul style="list-style-type: none"> • Wider usage of data • less restrictive asks • Data should be inclusive - all data, groups and people • More flexibility and acceptance • More creative data sharing - partnership | <ul style="list-style-type: none"> • Reviewing GDPR policies and safeguarding - new approach needed. • Police liaison working with staff and communities in the neighbourhood • Better communication more open lines • Data - more creative, flexible ways of collating and collecting data • Mix of community events – going into the community • Intergenerational projects • Creative ways to capture data • Timescales are essential • Skill sharing |



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| <p>Authentic and ongoing listening to communities that informs actions</p> | <ul style="list-style-type: none"> • Great communities - trusted relationships • wider connections • Go to communities - NOT 9am - 5pm, where and when people are, to meet the needs • Communication - streamlined and relevant | <ul style="list-style-type: none"> • Community ambassadors • Better planning • Building trusted relationships • Be aware that VCFSE work outside normal hours • Be honest! Good bad and ugly • Can do attitudes, not that we can do, but what we can! • Stop looking inwards • Doesn't always need to be serious, fund and welcoming • We have great relationship - need to build on that |
| <p>Raising awareness of what's going on and what's available locally</p> | <ul style="list-style-type: none"> • Tourism website and strategy • Wigan flashes promoted from local nature reserve to national! • More sporting events • Lots of activities people well connected | <ul style="list-style-type: none"> • Our town directory working well • leaflets through the door • Made use of community noticeboards • Leaflet sharing • Social media training for groups • Collaborative working with the private sector - corporate social responsibility and the benefits |
| <p>Making the most of community spaces and places that are welcoming for everyone</p> | <ul style="list-style-type: none"> • Green, happier, healthier communities, full of accessible places and spaces • Right people connected, working from the place with easily accessible information • Themed partnership social media • Planning of town centres - community spaces • Understanding what the community needs are and the council being flexible and approachable to support the VCFSE • Council staff able to relate to the VCFSE sector • Our town directory up to date and well used • Planning - teams connected to the sector | <ul style="list-style-type: none"> • Having a named go to person within the Council who understands the purpose • Working In partnership for funding • Named contact, understanding the role, understanding what the community and the needs • Rolling leases - flexibility, communication, confidence In funding and building trusts • Energy - support with carbon neutral reduce costs • Leases are so Important to the sector - the relevant departments need to understand this • Start up support - 6 months free rent |
| <p>Building on the strengths of people and communities</p> | <ul style="list-style-type: none"> • Building fit for purpose - supporting growth • Families access food to reduce food waste • Energy efficient, carbon neutral building, reduce utility costs • Better line of sight for young people to be entrepreneurs and stay in Wigan borough | <ul style="list-style-type: none"> • Value of impact of service • Recruiting and retaining key members of staff • Social value policy • Joint agreement between procurement and social enterprise sector |



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| | <ul style="list-style-type: none"> • Education growth in alternative provision for young people • Sustainability - constant chasing of funding • Sustainable social enterprise sector - better commissioning arrangements - longer term • More neighbourhood planning • Planning department linked closely with communities • Better connected • Greater understanding of what's available • Collaborative working • Sharing knowledge and data • Supporting wider community • Delivering what is needed for the community • Stronger communication | <ul style="list-style-type: none"> • Access information that is readily available to support • Carbon neutral policies for community buildings and assets • Better social impact measurement training • Pay real worth wage • Regular catch-up opportunities to be information rather than content searching • Consistent and supportive links - positive communication • Enhance people's strengths and abilities • Networking events • Short videos from the VCFSE sector to learn about them • Educational opportunities • Training • Vision/passion - build on these |
| <p>Developing a thriving local economy that benefits the people of the borough</p> | <ul style="list-style-type: none"> • Bigger and better • Challenge vacant property owners/tenants • Provide incentives to encourage businesses • Need footfall to encourage centre to think • Provide a niche service - food/drinks, create community • Safe/clean environment - encouragement to stay in the borough | <ul style="list-style-type: none"> • Affordable rent • Good facilities • Contacting land-lords of properties – council have more power • Support package for new and small businesses • Better public transport • Use underutilised buildings to house VCFSE organisations |
| <p>Nurturing a place where young people can thrive</p> | <ul style="list-style-type: none"> • More youth services in neighbourhoods (disco's youth clubs) • Universal service for early years to support parents and families • Creative health • More networking for older children • School involvement - more support for high school children • Look at other activities not just sport - health and wellbeing • Relationship between school and parents - communication tends to break down • Doorstep engagement | <ul style="list-style-type: none"> • Better Communication between high schools and parents • Connecting young people to the VCSE sector • Involving young people in decision making • Connecting VCSE groups with the same aims - collective projects • Doorstep engagement • young people to be involved in strategy • Supporting younger people with life skills - cooking, bills health • promoting what groups there are in the borough |



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| | <ul style="list-style-type: none"> • Promoting awareness of the outdoors - education/access • Vocation options for child instead of focusing on academic • Looking at youths individually • Connecting organisations together who work with youths - collective projects and funding bids • Their voice being heard - learning from them | <ul style="list-style-type: none"> • Focus on careers and the future • Life skills – train for employment • Link community groups together with similar aims involve young people in planning • Engage differently |
| <p>Building community spirit and pride through bringing people together across differences</p> | <ul style="list-style-type: none"> • Stronger relationships • More trust and empowerment • Bigger vision • Case studies • Be making a huge difference • Less demand on public services due to improved collaborative and community working • Real sense of purpose • Something to be proud of • A new identity for the borough • Celebrating our differences and diversity • Accept and welcome diversity to the borough | <ul style="list-style-type: none"> • Learning from others • Working with younger people to break down generational opinions • Connecting with schools to understand what Wigan borough means to them • Council and voluntary sector being more connected • Changing messaging from Council – how we speak, to community and residents • Breaking down misconceptions around differences between parts of the borough e.g. Wigan and Leigh • More consistency in communications with residents • Having strength and being accountable • Willing to change and take on different perspectives • Embrace differences and be willing to sign post • Let go of control • Council being more honest about challenges and being realistic – don't only want the positives e.g. winning awards • Explain the why! • Share learning • Share data and insight • Celebrate achievements of the borough as a whole |



- Improving the understanding of the challenges VCFSE organisations face
- Trying to involve residents in decision making

Resources and support

- Funding opportunities
- Investment and asset transfers
- Getting to know about different sectors
- Help and guidance from the council and councillors
- A wealth of knowledge and skills from both council and VCFSE
- Opening doors
- *Collaborative behaviours*
- Council team is friendly and helpful
- Kindness, warmth, commitment, integrity, genuine care, accountability and flexibility
- Approachable, accessible
- Not scared to make changes

| What Positives have you experienced? | | | |
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| Council commitment to VCFSE | Knowing a couple of people to ask who will route me to someone who knows what I need | Strength of relationships and passion to support our residents and communities to achieve positive outcomes | Funding opportunities to apply for |
| Strong community & passionate sector | Funding from brighter borough & supportive meetings | Being able to make contact with key people who were willing to help | A willingness to engage with the faith sector when some organisations won't |
| Making things happen | Visibility | Improving | Collaboration |
| Support understanding taking a long-term interest | Real desire to listen to each other | Great relationships, support to link people together and a joint vision to make things better | Investment & asset transfers |
| Willingness to engage | Achieving the same/similar goals | Openness | Supportive Relationships |
| Understanding people | Sheltered schemes fantastic scheme managers, talking to tenants. Talking, listening and being willing to learn from the community & tenants | Partnership working | Enthusiastic people that genuinely want to make a difference |



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| Uptake of warm spaces across the borough | Positive, generous, optimistic & passionate | We crack on | Getting things done |
| Together we have been able to make a positive change in the lives of people in the borough | Outcome for residents | Passion & creative | Feels inclusive, we feel listened to, feel part of the vision and solutions |
| Person to person honest & open | People that listen | Ideas | Extra mile |
| I feel that we have been listened to as staff, extra resources have been put in place to support staff and communities. Multi agency working is getting stronger & better, enabling good results. | Getting to know about different sectors. How we can work together in the community & support from council when needed | An openness regarding approach | Kind |
| Council team is friendly & helpful | Multi-talented | The council are coming and asking for leadership on the project | Communication networks |
| Approachable & accessible | Community supporting the council to support our communities better | Opening doors | Established relationships built over many years |
| Good working relationships creating good outcomes for people | Lots of positive support. Help & guidance from the councillors that support the community project | Supportive relationships with council staff to help network with others | Kindness, warmth, commitment, integrity, genuine care, accountability & flexibility |
| Knowing who your contacts are. Happy relationships with contacts & questions answered. Getting to know new contacts | Supporting the social enterprise sector | Making change happen for residents | Good staff who care |
| Good communication | Working together gets more things done, we can't do it alone | Work well together, opportunities to progress and make a positive difference to | Improving the understanding of the challenges VCFSE organisations face |



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| | | our communities together. A wealth of knowledge & skills from both the council & VCFSE | |
| Positive funding support | The sector can move faster | The people we have spoken to have been enthusiastic | Free room hire in children's centres for direct work. A little brighter boroughs funding. |
| Passion & commitment together | Genuine | Collaborative work | Ability to deliver huge impact with limited resources |
| Not scared to make changes | Trying to involve residents in decision making | Resourceful | Understanding |
| Joint working | Local councillor has been particularly helpful | Strategic leadership that creates pride & direction | Invoices are paid, support with funding campaign some really committed officers |

What needs to change in the Council/VCFSE relationship?

- *Understanding the sector and what's happening*
- More understanding of what we do
- All staff within the council understanding the VCFSE sector do not just a few teams
- More opportunities to connect with wider Council staff to ensure there is an understanding of the VCFSE sector and what's happening locally
- Still an operational lack of understanding as to what impact VCFSE have on people's lives and the pressure they feel to survive and prosper
- More data sharing - what are we trying to do
- Attending groups that the council fund on a more regular basis to get a true clear picture of the work that is done in the community
- A true measure of the impact
- *Trusting and supporting people to get on with their work*
- Commissioning groups and supporting them to continue the work they do
- An increase of trust that VCFSE groups know what they are doing

Partnership of equals

- Commissioning more VCFSE services not just the big players
- We need to be recognised and valued through being funded. Recognition that the work we do can't continue without it
- Council as enablers, realising that VCFSE are trusted more than statutory sector
- Value of the contribution of the sector to our people place and economy
- More visibility of sector stories



- *More structured collaboration*
- Visibility of plans with deliverables, budget and timescales
- More face to face meetings
- Understanding the roles we all play, its a privilege to support our community
- Better communication when staff roles change
- *Joining things up*
- All council teams to understand and believe in the difference we can make together
- All teams being accountable not just those working with communities
- Linking groups together
- Joined up working
- Better coordination
- Working closer with the private sector, better links and relationships/recommendations
- Linking up with other anchor public sector and also business community
- *Being more accessible and available*
- Continued communication
- Communication by phone and having people available to listen
- Not relying on individual relationships
- More people on the ground
- How do we initially contact the correct person as there are no contact details on the council website
- Planning department & legal need to be a resource
- Two-way communication

| What needs to change in the council/VCFSE relationship? | | | |
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| Trust | Commissioning groups & supporting them to continue the work they do | Linking groups together | Continued communication |
| Not relying on individual relationships | More understanding of what we do | Fare wage for all | Communication by phone & having people available to listen |
| More people on the ground | More focus on problem solving | An increase of trust that VCFSE groups know what they are doing | Joined up working |
| How do we initially contact the correct person as there are no contact details on the council website | All teams being accountable not just those working with communities | Listen better & Trust | All staff within the council understanding the work of the VCFSE sector not just a few teams |
| Simplified processes – easy to follow & understand | Ongoing relationship, joint plan | More communication between teams. More of the council teams | Long term commissioning to ensure continuity of strong services |



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| | | going out in the community to see what's happening | |
| All council teams to understand & believe in the difference we can make together | Working closer with the private sector, better links & relationships/recommendations | Better co-ordination | More/different support |
| More opportunities to connect with wider council staff to ensure there is an understanding of the VCFSE sector & what's happening locally | Communication is the biggest problem, hard to get hold of the right people or teams | Planning department & legal need to be resource | Honesty when things can't be done |
| Make things simpler | Quicker responses & knowing where & who to turn to | A key contact in the planning department | Happy with all services I have connected with |
| Still an operational lack of understanding as to what impact VCFSE have on peoples lives & the pressure they feel to survive & prosper | Shared commitment to resilience & sustainability | More data sharing – what are we trying to do | More opportunities for freelance creatives to access funding to work with the community, sharing skills & knowledge etc to inspire others |
| Except the truth, recognise achievements | More collaboration spaces | Partnership of equals | Visibility of plans with deliverables, budget & timescales |
| Increase funding with inflation | Two-way communication | Linking other charities | Commissioning more VCFSE services not just the big players |
| Understanding the needs of the community sector when applying for planning/building regulations & understanding groups support needs | More face-to-face meetings | Build trust & relationships | Linking up with other anchor public sector & also business community |



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| Neighbourhood visibility | Make the most of investment opportunities | Understand better ways to communicate | We need to be more recognised & valued through being funded. Recognition that the work we do can't continue without it |
| Attending groups that the council fund on a regular basis to get a true clear picture of the work that is done in the community | We need to continue to evolve with the times, continue to build trust, good relationships. Change negative perspectives of Wigan Council with a deep focus on trust | Support with showcasing what groups do | Understanding of the roles we all play, it's a privilege to support our community |
| Council as enablers, realising that VCFSE are trusted more than statutory sector | Better communication when staff roles change | Value of the contribution of the sector to our people, place & economy | A true measure of impact |
| Better planning "wrap around" support (make easier for new businesses) | To ensure the voice of tenants & residents are captured during every step of decision making. Communication, transparency & managing expectations | More visibility of sector stories | |

What's your part in this?

- *Listening and learning*
- Sharing unheard voices
- Fight to be listened to
- Listening and feedback
- Sharing info to sector
- Being accountable
- *Guiding and upskilling*
- Share knowledge
- Help guide youth
- Engage with enthusiasm
- Love helping people
- *Embracing change*
- Being present
- Keeping an open mind
- Staying aligned



What do you need to contribute?

- *Commitment*
- Resources / staff
- All pulling together
- Clear direction
- Action not words
- Respect and support from senior management
- Clear boundaries and expectations
- Sustainable outcomes
- *Good working relationships*
- Openness and honesty
- Trust, trust transference with communities
- Support and advice
- Right person and information
- *Effective support*
- Longer-term funding
- Seed money for start-ups
- Time and space to try things out
- *Connections*
- Referrals and networks
- Contacts
- Where to get help when required
- *Understanding and recognition*
- Listen to lived experience
- Engage with groups more
- All Council teams to understand the sector
- To feel valued and heard
- Really understanding what we do
- Being recognised