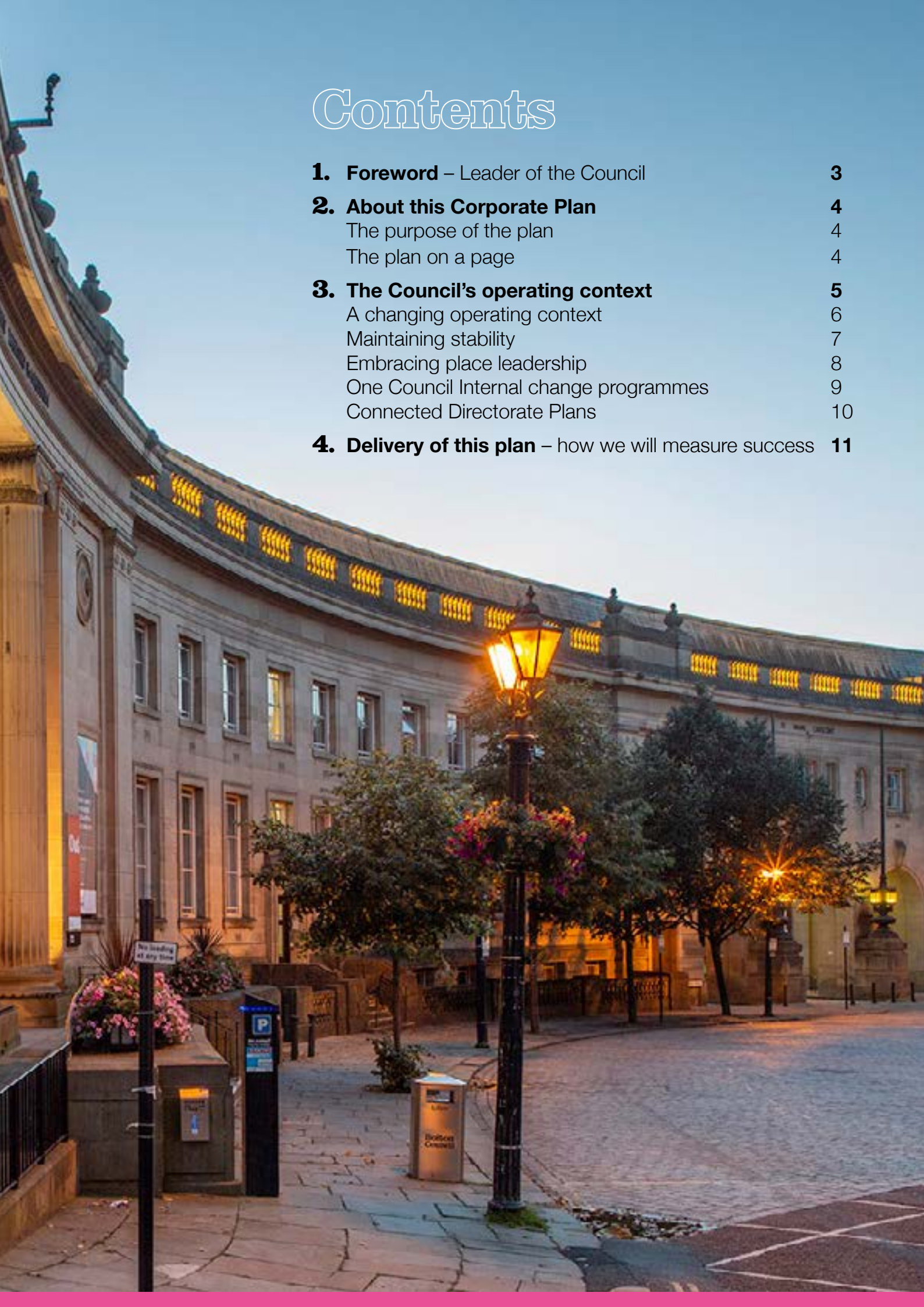


Made in Bolton

Corporate Plan 2022-24

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1.

Foreword

from Leader of Bolton Council

Welcome to the Council plan for the next two years. It sets out our vision for a stable council that is financially sound, delivers its statutory responsibilities and builds on what our borough does best.



The impact of the pandemic and our amazing local response have highlighted the importance of working collaboratively with our partners to deliver better outcomes for residents. The days of assuming that the council can and should have a universal service offer for all and every circumstance is long gone. That approach no longer stacks up financially or delivers in the best interests of local people.

Instead, we must embrace a “place leadership” role, by proactively enabling our partners and community-based organisations to do what is best for our residents.

We want to empower residents to help deliver for their communities while also working in the spirit of cooperation across the many communities that make up our borough.

Our new plan is clearly “Made for Bolton”, and I am encouraged that we have embarked on a Programme for Change that is challenging but realistic, deliverable and matched with the resources at our disposal.

As a council, our enabling role will help deliver on a refocused set of outcomes and priorities with our Vision partners locally.

Our ‘Made in Bolton’ focus also places us in a strong position to contribute to regional priorities with our partners in the GMCA and nationally.

However, we will remain steadfast in ensuring that we will contribute to these wider priorities in a way that suits Bolton and that will deliver the best outcomes for the people of our great town.



2. About this Corporate Plan

The purpose of the plan:

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To provide a clear picture of the national, regional and local context that the Council will be operating within, in terms of policy, social and economic conditions and resources.

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It sets out what the Council will be doing over the next two years with the money that we have and why we have chosen to focus on the priorities in the plan.

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It helps us to continually monitor finances and liabilities, identify opportunities and controls our internal systems and structures.

➤➤

This plan describes the role the Council will play and how it aims to work alongside communities, partner organisations and businesses – embracing the 'Place Leadership' role.

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The plan summarises the aims and delivery plans across the Council and how these will work together as a joined up, One Council effort.





➤➤

The plan on a page:

This plan is for everyone – councillors, staff, partners, residents, businesses across Bolton who can support the Council in being the best it can possibly be.

A simple representation of our plan is shown in Figure 1 on the following page.



Bolton Council plan on a page 2022/24

What success looks like

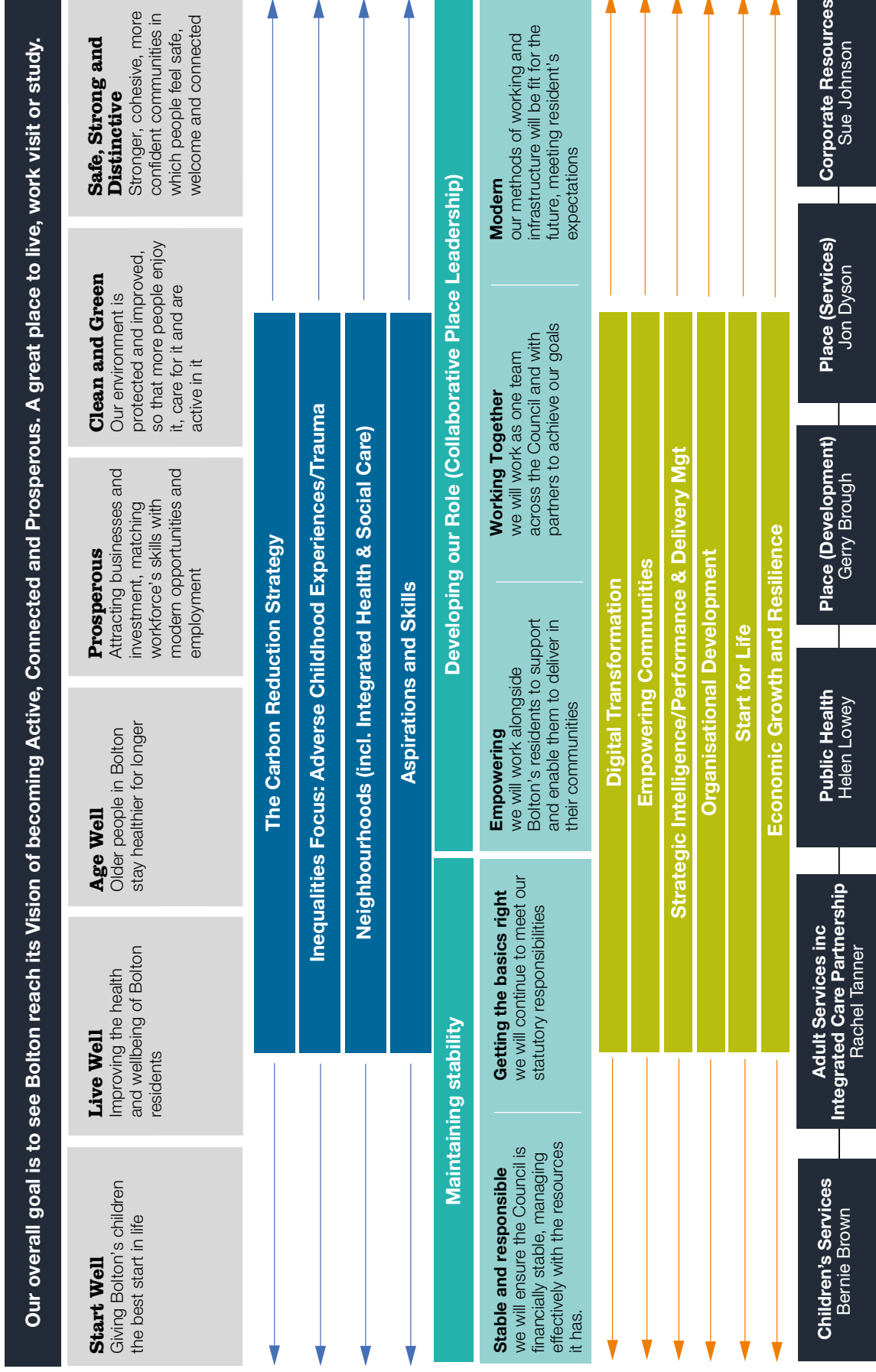
The Outcomes, Metrics and Milestones we are focused on (single outcomes framework)

Major Strategic Delivery Programmes (whole partnership)

The Role of the Council (towards Place Leadership)

One Council Internal Change Programmes (developing new capabilities)

Directorate Delivery Plans and Programmes



3.

The Council's operating context

A changing operating context

The operating context for the Council over the next few years is uniquely challenging. We have all lived and worked in very different ways throughout the Covid-19 Pandemic and this period has generated a series of issues to be tackled and some opportunities that can be grasped.

This is layered on top of pre-existing pressures on Council services and budgets, which the Council has been proactive in dealing with to ensure we can maximise our impact within the resources we have available.

At a National level there is a shifting policy picture, with implications for the Council's duties and expectations of different ways of working across a range of activities, and for how we are funded.

At a Regional level there also significant policy interventions at Greater Manchester (GM) level and we will need a coherent way of coordinating with our local strategic approach to influence and manage our responses whilst ensuring that Bolton has a strong voice in the GM policy arena, that we contribute to the

wider GM effort and ensure that Bolton benefits as it should from investment and other opportunities arising from this collaboration.

At a Local level the Corporate Plan aligns the work of the Council to the delivery of the six outcomes in the Bolton Vision of Start Well, Live Well, Age Well, Clean and Green, Prosperity, and Safe, Strong and Distinctive.

Furthermore, the recent reset activity of the Bolton Vision 2030 has recommended a refocussing of the partnership on a smaller number of urgent joint priorities and outcomes. These are:



The Carbon Reduction Strategy

Delivering the recently agreed Bolton Climate Strategy, which needs action to reduce carbon emissions across all parts of Bolton's business and resident communities.



Neighbourhoods

Joining up our work at the very local level, including the reforms to deliver health and social care integration, and our ground breaking developments for community alliances and community champions.



Aspirations and Skills

Ensuring that all young people in Bolton are confident about what they can achieve and have the skills to be able to contribute and thrive in the labour market and in life.



Adverse Childhood Experiences

As a proven key driver of inequalities and disadvantage in later life, deliver strong prevention work and develop trauma informed responses.

Maintaining stability

As a first principle we have to ensure we are maintaining stability and delivering on the minimum expectations and legal requirements of the Council.

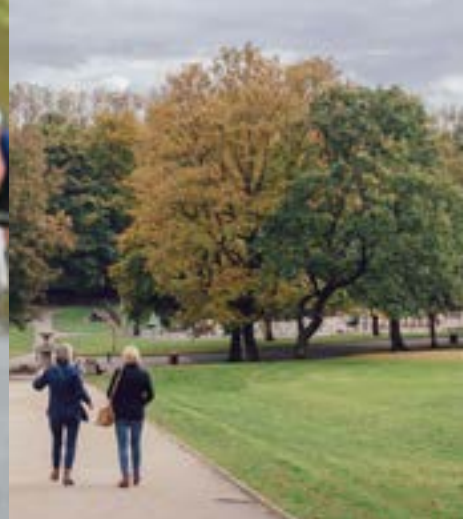


We will ensure the Council is financially stable, managing effectively with the resources it has

It is well known that public services and councils are part way through a sustained period of austerity. We are no exception and have had year-on-year reductions in funding at a time of ongoing cost inflation, increased demand and need amongst parts of our community.

Despite these challenges, the Council has been successful in bids for Government and other funds to ramp up our capital investment programme, promoting growth and economic resilience locally and expect to continue this work over the lifetime of this plan.

We rightly have a reputation for being fiscally responsible. Against this backdrop, we need to think carefully about how we will manage our resource effectively to maintain stability whilst being able to deliver our services as best we can.



We will continue to meet our statutory responsibilities

It's important as a local authority, that we get the basics right. Bolton Council has a range of statutory duties we must adhere to and deliver against and we are confirming our commitment to do so in this Corporate Plan.



Embracing place leadership

This operating environment and the unique moment we are at in our history has meant that in developing this plan we have had to think fundamentally about the role of the Council and how we best support Bolton to thrive in these new conditions.

We cannot and should not deliver and drive all this complex work, but we can be influential in helping people and organisations across Bolton to work together – Council, People and Place moving forward together.

The Council must be disciplined and pragmatic about what it focuses its energy on, where it can work smarter on things that will deliver the most impact for Bolton and recognise where it has to ‘let go’ to let others who are better placed, deliver what is needed.

At the heart of this is our relationship with communities across Bolton and how we can support them to deliver more in their own communities. We have seen fantastic examples of this through the Covid 19 pandemic and we need to support and grow this where we can.

We also need to do more through our relationship with other partners across Bolton – other public services, community and voluntary organisations, local institutions and businesses.

This direction of travel for the Council and how we will shift to a role which is increasingly about enabling, facilitating and empowering others to deliver impacts for Bolton is a key feature of this Corporate Plan.

From that stable base we can pursue our bolder ambitions for Bolton and support them in a place leadership role.



We will work alongside Bolton's residents to support and enable them to deliver in their communities.

Communities have a crucial role in improving the local economy, health and wellbeing and creating opportunities which the Council can seek to utilise, working alongside our residents to deliver impactful and effective services to improve quality of life.



Working Together – we will work as one team across the Council and with partners to achieve our goals.

The Council acknowledges it cannot create silos and work in isolation to be effective, and should harness the One Bolton and One Council approach to ensure we are maximising resource in order to achieve our outcomes.

Our methods of working and infrastructure will be fit for the

future, meeting residents expectations

The Council is proactive in promoting new and more modern ways of working that promotes the most effective use of resources and as stated meets the expectations of our residents.

One Council Internal change programmes

A further way in which we will promote collaborative place leadership is through the adoption in this plan of six key One Council change programmes. These are designed to drive our capability to play this changing role effectively.

Organisation Development Change Programme

- We will enable meaningful development opportunities
- Embracing new ways of working that supports strong delivery and the health and wellbeing of staff
- Engaging with our workforce better
- Attracting and retaining staff at all levels and ensuring we reflect the communities we serve
- Develop a modern progressive suite of HR and OD policies that support our staff to deliver their best



Strategic Intelligence/ Performance and Delivery Management Change Programme

- We will make best use of the available data and information to support insights and inform decisions
- Understand how can intelligence play a core role in designing, delivering and transforming public services
- Ensure we use intelligence to deliver our outcomes for residents of Bolton and improve efficiencies / value
- Embracing new ways of working - teams, across organisations and sectors
- Make decisions based on what data is showing us that will improve the performance of the organisation

Empowering Communities Change Programme

- We will ensure our residents have greater control in the planning, design and delivery of health, social care and public services
- Improving how we identify and understand the assets our communities have and can be used to improve quality of life
- Ensuring our workforce better reflects the communities we serve in Bolton – how do we use the programme to better empower our residents
- Join the dots and make sure that work to develop community alliances, community champions and any other locally focused approaches remain aligned and complimentary



Digital Transformation Change Programme

- Embed a culture into the organisation that promotes the use of digital
- Organise ourselves to deliver the best digital outcomes
- Make best use of the data available to improve our decision making
- Identifying and actively managing potential risks that may arise from embracing and deepening a digital way of life
- Embracing new ways of working - teams, across organisations and sectors
- Developing Council processes to help with quality, ease and efficiencies of service
- Better use of resources we have at our disposal to meet the needs of residents, businesses and staff



Start for Life Change Programme

- Developing a start for life offer across all agencies, working with Bolton children and families
- Further develop our inclusive education approach to ensure all children feel they belong in their local school or setting and are prepared for life and independence
- Ensuring support for children and young people is seamless throughout their journey
- Creating a network of family hubs, incorporating Early Help and SEND Services

Economic Growth and Resilience Change Programme

- Creating jobs and supporting residents into sustainable employment and healthy resilience
- Match skills and training to employer future demand, including green jobs
- Increasing investment into the town, maximising the strengths of Bolton
- Supporting scale ups and business growth and innovation in the borough

Connected Directorate Plans

Whilst the Corporate Plan emphasises how we develop our role in the Council, as an enabler with a growing Place leadership approach, the wider priorities for the Council will be delivered via Directorate Plans.

Each of these plans will draw out what the Directorates and services individual priorities are, whilst acknowledging and embracing the operating context set out in this plan.



4. Delivery of this plan

How we will measure success

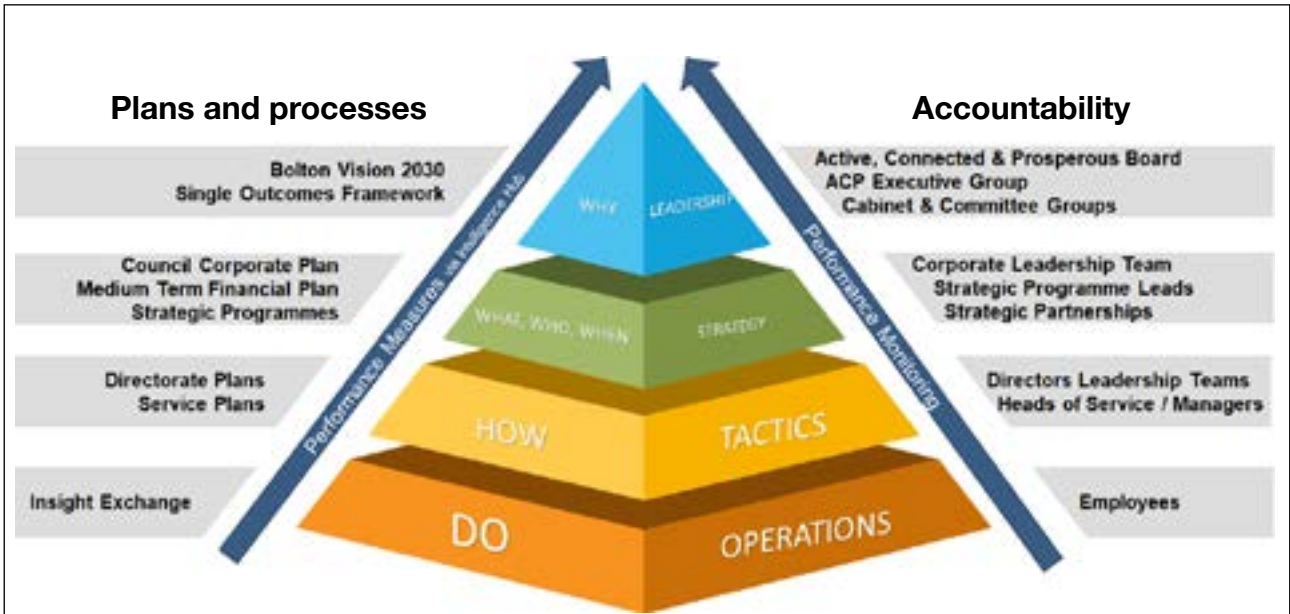


Figure 2:
Our Performance Framework

Figure 2 highlights the role that everyone in the Council has in the delivery of this Corporate Plan and the wider priorities that are overseen by the Vision partnership. It is our intention that there are clear links across the plans and the accountability for delivery.

In order that we can track progress, delivery and have the scope to introduce course corrections where required we have developed a performance framework that will promote a strong sense of accountability and meaningful performance discussions going forward.