

Development and Regeneration Department Strategic Plan 2010-2013

Make No Small Plans



Development and Regeneration: Make no small plans

Welcome to the Department's Strategic Plan. Inside you will find out about the Department's strategic priorities for the next three years.

Make No Small Plans is the Department's motto and with this in mind it is well placed to help lead a renaissance that will build on the unique values of the Bolton brand strategy, helping to place Bolton on the map as one of the best places to live, work, visit and do business. Its principal role is to fully exploit the opportunities and challenges that lie ahead and work together with all partners to enable this to happen in a sustainable way.

The context in which we are operating has changed with City Region status being secured for Manchester, with a new Greater Manchester Strategy and increased financial pressures on the Council and the Department. Five clear priorities have emerged as key to building an even more competitive economy, both for Bolton and the City Region which dictate that our role should be:

1. To improve the **economic base** by driving and delivering the strategic regeneration, transport, housing and development priorities of the Council and its partners, encouraging new, sustainable, solutions and new ways of working.
2. With colleagues across the learning sector, to equip residents with **higher level skills** to develop, access and compete in new economic sectors.
3. To **retain talent**, both in terms our residents and businesses by making Bolton a place where people are inspired to live, learn, visit, invest and grow their businesses.
4. To **improve the life chances** of our most deprived residents by developing and supporting the capacity of people to fully realise their potential, aligning their growth to that of the town, and recognising the unique opportunity which arises from Bolton's diversity.
5. To understand and develop Bolton's role within the global economy by recognising and exploiting the **international** opportunities, challenges and bonds which already join our business and residents with others across the world.

These are challenging times for the Department. We have over the years built a solid foundation together and I am confident that we can continue to deliver our key priorities for the Department and the Council

Keith Davies, Director of Development and Regeneration

Delivering our vision

Delivering our five key aims sits within the Bolton Vision Partnership aims of securing **economic prosperity** to maximise the benefit to local people whilst at the same time **narrowing the gap**. These are reflected in delivering the six priority themes for the Partnership.

For the Department, along with these themes and our five key aims, we need to deliver against a range of challenging targets. These are:

- Reducing fuel poverty
- Decreasing the percentage of working age people claiming out of work benefits, also a Greater Manchester priority
- Increasing employment rates
- Reducing the flows on to incapacity benefits from employment
- Reducing the proportion of children in poverty
- Increasing the working age population qualified to level 2 and level 3, also a Greater Manchester priority
- Increasing the speed at which planning applications are dealt with
- Reducing the level of CO2 from local authority operations
- Improve the Council's ability to adapt to climate change
- Increase the number of affordable homes delivered
- Ensuring the supply of ready-to-develop housing sites
- Maintain the level of decency in council homes and raise the level in private sector homes
- Preventing homelessness and reducing the number in temporary accommodation

Improving against these targets will help to ensure that we are making Bolton healthier, more prosperous, stronger and confident and greener for all residents.

Changes and challenges

The Department faces a number of changes and challenges which may impact how we deliver our services. These include:

- Continuing to take the lead responsibility for orchestrating Bolton's response to the downturn.
- Continuing to deliver Bolton's major schemes, this had to be adjusted to take account of the economic slowdown.
- Affordability of homes, as the housing market recovers; mortgage availability and repossessions will continue to be issues requiring intervention.
- The need to transform our Council estates: raising all homes to a decent standard, bringing poor environments to a 21st century standard, tackling the social deprivation on many estates.
- Delivering the Value for Money programme and building capacity to deliver and managing any resulting changes to services and expectations.
- Delivering suitable initiatives to support the Council's aspirational target of reducing CO2 by 33% by 2013.
- Developing a sound and consistent and accessible evidence base to advance our strategic case making with sub/city-regional, regional and national partners.
- Developing robust analyses that improve our shared understanding and intelligence on economic, housing market and population change, and inform the development of our strategic economic, housing and spatial planning frameworks within Bolton.

Housing

What?

The Division provides the strategic focus for housing, regeneration and neighbourhood renewal. It works in close partnership with Bolton at Home. It also provides the retained Housing Services for the Council and a broad range of housing services for the community. The focus is on bringing on board key partners including the 3rd sector at a local and sub-regional level. The Division has joint responsibility with Bolton at Home for the private Sector Renewal services.

We will. . .

- Deliver an extensive programme of work to regenerate our estates through the “Transforming Estates” programme, consulting and balloting tenants on transferring Council Housing to Bolton at Home, to raise significant resources. Also the provision of significant numbers of new build housing to provide a mixed community housing offer with the inclusion of significant amounts of affordable housing.
- Develop innovative support mechanisms to assist people into home ownership and continue to provide support to those facing repossession.
- Complete a strategic review of sheltered housing across the Borough to determine whether it meets customer needs and demand.
- Develop the Home Improvement Agency – *Bolton Care and Repair*.
- ⁴• Deliver Bolton’s Affordable Warmth Strategy which aims to reduce the number of people living in fuel poverty in Bolton.

- Develop a comprehensive Private Sector Housing strategy.
- Negotiate a new asylum and refugee contract for GM
- Continued to grow and evolve the local and sub-regional choice based letting services
- Responding to and implementing the gypsy strategy on a local level and linking into the broader AGMA strategy
- Provide a holistic housing options service including prevention of homelessness and repeat homelessness
- Developing the Money Skills service and home ownership service to respond to and support those affected by the economic recession, including prevention and education
- Implement the Empty Property strategy
- In terms of the private rented sector: support the development of national, City Region private landlord accreditation initiatives building upon the excellent local services, and deliver the private sector renewal strategy
- Linking to and assisting with the delivery of the financial inclusion strategy

Contact details: Jeff Smethurst, Chief Housing Officer

Economic Development and Regeneration

What?

The Division is focused on providing the strategic leadership for economic prosperity activity within the Borough, specifically relating to major developments, enterprise, employment and skills.

We will. . .

- Develop a refreshed Central Bolton Strategy
- Ensure that the Greater Manchester Strategy supports the delivery of Bolton's long-term economic priorities
- With partners ensure that by March 2010, 800 additional economically inactive residents, in our most deprived communities, have gained work, or become self-employed.
- Open a new Work Shop in Farnworth to provide local employment services which complement those of Job Centre Plus.
- Progress a range of strategic developments in key locations including Bolton town centre and the M61 corridor; and support the continuing vitality of the district centres of Farnworth, Horwich, Westhoughton and Little Lever.
- Deliver a town centre car park new build programme
- Support key employers and sectors to grow and create good jobs for local people.
- Increase the skills of residents at Level 2 and Level 3

Contact details: Andy Walker, Carol Sutton, Kathryn Carr

Policy and Performance

What?

The Division focuses on providing financial, service improvement, business development, customer engagement and policy support to all the front line services within the Department.

Key Priorities

1. Financial Management
2. Value for Money
3. Continuous performance improvement

We will. . .

- Work with managers to deliver services within budgets
- Implement the financial strategy and financial training for the Department
- Work to deliver our challenging efficiencies, reduce our overspend and contain departmental growth
- Deliver the Department's Value for Money programme
- Support the delivery of key performance outcomes and priorities
- Continue to provide high quality customer care throughout the Department

Contact details: Stephen Young, Assistant Director

Planning

What?

The Division focuses on ensuring that Bolton gets the right development, in the right place and at the right time, to support its aspirations. It leads for the council on environmental sustainability.

We will. . .

- Maintain the performance, quality and speed at which planning applications are delivered
- Deliver the Value for Money review which will increase the effectiveness and efficiency of the service.
- Project manage for the Council the delivery of the Carbon Management Plan, which will see a 33% reduction in CO2 by 2013.
- Adopt the Core Strategy to guide investment and development, and continue to develop other aspects of the Local Development Framework
- Lead on supporting the delivery and analysis of the 2011 Census

Transport

What?

A key focus for the Department will be to work jointly with Environmental Services to ensure that the transport strategy and investment programme supports the organisational priorities of improving economic prosperity, supporting businesses and individuals against the economic downturn, narrowing the gap, neighbourhood renewal and environmental sustainability.

Key Priorities

- Bolton Town Centre Transport Strategy
- AGMA Transport Governance Review
- LTP3 Development
- Supporting LDF Development

We will. . .

- Safeguard the GM Transport Fund money for the Bolton Town Centre Transport Strategy, and ensure the delivery of Trinity Interchange by 2014
- Engage with the AGMA transport governance review to protect the role and remit of Bolton Council as highway, traffic and streets authority
- Contribute to the development of Greater Manchester's third Local Transport Plan and maximise the transport investment available for Bolton
- Secure the necessary transport infrastructure to support the key elements of the LDF Core Strategy

Contact details: Roy Newton, Assistant Director and Peter Molyneux, Assistant Director in Environmental Services

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- Bolton One” will be under construction
- The Interchange planning application will be submitted
- The Urban Village development framework completed
- Central Street revised scheme prepared
- Two MSCPs completed

- Church Wharf Phase 1 remediation will be completed
- Little Bolton THI HLF supported improvements completed
- The new colleges will open,
- The Southern Link road open
- Westpoint affordable housing completed
- Phase 1 public realm works in Merchants Quarter delivered

- Bolton One will be open

- The Interchange will be under construction