

# Made in Bolton

Corporate Resources Directorate Plan 2022-24

**Bolton**  
**2030**  
Active, Connected & Prosperous



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# 1.

# Foreword

## Introduction to the Directorate

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Welcome to the Corporate Resources Directorate Plan for 2022-24.

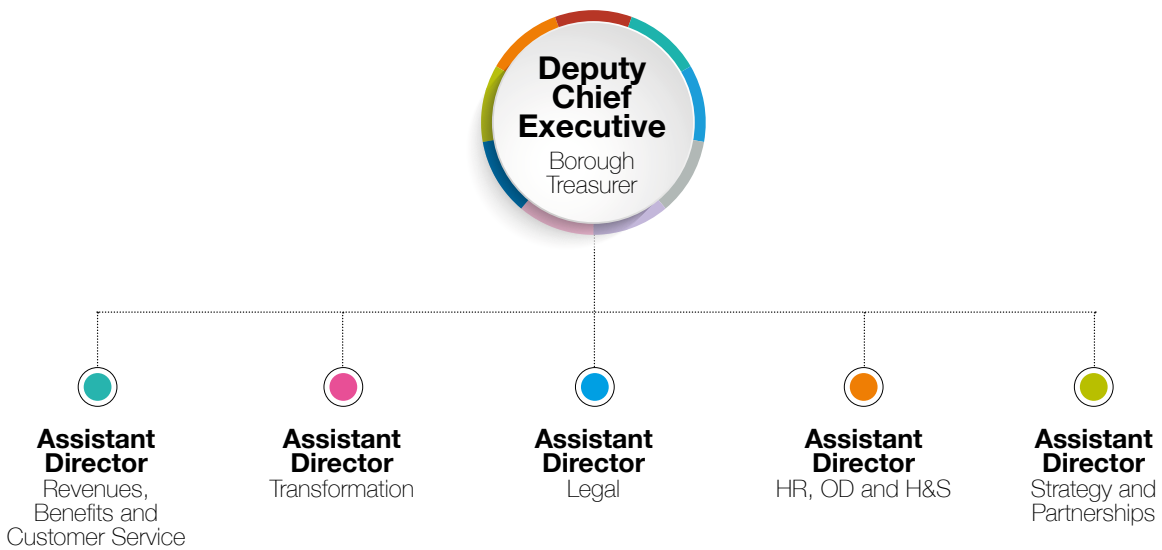
As a Directorate we have some very high-profile services that ensure that the Council functions well and others which have a direct impact on life of our residents. The Directorate has a central role in co-ordinating activity across the Council, working with our partners, elected members and residents to deliver our ambitions.

This plan gives us an opportunity to clarify the key priorities that we have as a Directorate over the next two years, to contribute to the successful delivery of the reset Vision Strategy and new Corporate Plan. As a result, this plan will only deal with these priorities and will not cover the business-as-usual activity that

will emerge as part of individual service plans.

In this section I am going to highlight the breadth and depth of the work of our Directorate.

The diagram below gives an overview of what the Directorate is responsible for:



It's critical as an organisation we are financially stable, and as the Deputy Chief Executive and Borough Treasurer it's the job of myself and financial service colleagues to ensure we are managing our resource effectively, delivering quality service with the resource available.

Our HR, OD and Health & Safety service deliver a range of activities, from day-to-day people management and supporting the staff wellbeing of over 3,500 employees to bold new projects, including the internal change programme, seeking to develop, upskill and engage our workforce, embracing new ways

of working. Ensuring we are meeting our statutory obligations and getting the basics right, the Assistant Director of Legal Services supports activities across the Council, responding to over 1,000 Freedom of Information requests (FOIs) each year, delivering local and national elections whilst managing both the democratic services and the legal services function on behalf of the Council.

Our Revenue, Benefits and Customer Service Division plays a key role in empowering our residents, serving over 100,000 contacts per year whilst delivering over 18 core services, including Council Tax, Housing Benefits, Blue Badges, etc. The implementation of the digital strategy, led by our Transformation Service, has already seen £300k p.a. saved through data storage reductions and asset decommissioning as well as 1,100 Microsoft licenses rolled out

across the organisation, ensuring we are delivering fit for purpose services that meet the needs of our residents.

Finally, our Strategy and Partnerships and Marketing, Events and Communications service are critical to joining up work across sectors and organisations, with over £2m distributed via Boltons Fund and hosting world-renowned events, we can ensure we are maximising partnership collaboration whilst providing a voice for the community.



## Context for this plan

### Recovery from pandemic

As we move towards the recovery from the impact of pandemic, I just want to put on record my thanks for all of your efforts to support the Bolton family over the last two years.

As we dealt with the many impacts of the pandemic, many of our services were part of the frontline response, others were working in the background to ensure that this Council could continue to function well and provide critical support for our residents and businesses.

I also recognise how far our working practices have changed in the last couple of years and know that many of our staff and teams have been responsible for innovative work.

Covid-19 is still with us, and its impact will be felt for many years, but the time is right to focus on what we need to prioritise in the next two years, drawing on learning from the pandemic to improve the way we

deliver our services. I and the other members of the Corporate Leadership Team want to build on the terrific teamwork that we experienced over the last couple of years and on our ability to work in agile and modern ways.

Our new Corporate Plan reflects on this and on our commitment to continue to be a stable, well-run Council. We are ready to embrace our collaborative place leadership role alongside our colleagues from across the Directorates, adopting a one-council approach.

Much of what we engage as our priorities for the next two years within this plan will focus on what we can do to enable our partnership to deliver more strongly, our role in modernising our workforce practices, and our focus on increasing our digital council and our need to enable our communities to have the confidence to do more for themselves. This is covered in the next section of this plan.

## The Reset and refocus of Vision 2030

Through the shared experience of the pandemic, the partnership has recognised and responded to the opportunity to refocus on the right things, working in the right ways to support the people of Bolton as best we can. There is a need to develop a clear focus of the specific issues that need partnership focus.

This includes taking stock of the unique experience and impacts of the last two years of Covid-19 pandemic and of our operating environment and resource position. During the vision reset work, the partnership reconfirmed their commitment to the six vision outcomes:



In addition, the reset has also identified a small number of crucial issues that are seen to be urgent, that can only be delivered by the whole partnership working together, impact on our communities and require reform and new capabilities.

Four priorities emerged which will be delivered alongside the existing six outcomes. These are:



To this end, alignment and coherence of our activity across the Council and with our partners will be crucial.



## The role of the Council

### Maintaining stability and developing collaborative place leadership

The Corporate Plan will have an emphasis on how we develop our role in the Council as an enabler and facilitator of the whole partnership effort to deliver on the Bolton Vision – by adopting our place leadership role.

First, we have to ensure we are maintaining stability and delivering on the minimum expectations and legal requirements of the Council. We cannot achieve anything without these. From that stable base we can pursue our bolder ambitions for Bolton and support them in a place leadership role.

*To do this, we will:*

»» Ensure the Council is financially stable, managing effectively with the resources it has.

»» Work alongside Bolton's residents to support and enable them to deliver in their communities.

»» Our methods of working and infrastructure will be fit for the future, meeting residents expectations.

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

»» Continue to meet our statutory responsibilities.



Underpinning this place leadership approach, and to enable this shift in role and culture, six internal Council change programmes have been identified and we all have a part to play in their successful delivery.

The Corporate Plan is part of our new approach to Corporate Planning and Directorates will play a crucial role in recognising this place leadership role within their own practice, ensuring this plan speaks to them, whilst also fostering the six internal change programmes.

## Internal change programmes

Supporting these five key strands of focus are six internal change programmes which have been designed to drive and improve capability.

### Organisation Development Change Programme

- Enabling 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
- Developing 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 intelligence can 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 - across teams 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

- Embedding a culture into the organisation that promotes the use of digital
- Organising ourselves to deliver the best digital outcomes
- Making 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
- Ensuring 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
- Increasing investment into the town, maximising the strengths of Bolton
- Match skills and training to employer future demand, including green jobs
- Supporting scale ups and business growth and innovation in the borough





# 2. Corporate Resources Directorate Delivery Plan on a Page

Directorate theme	Directorate Priority	One Borough				One Council						
		Vision outcomes		Strategic delivery programmes		Place Leadership role of the Council			Internal change programmes			
		Start Well Live Well Age Well Prosperous Clean & Green Safe, Strong & Distinctive	The Carbon Reduction Strategy Adverse Childhood Experiences Neighbourhoods	Aspirations and Skills	Stable and Responsible Getting the basics right Empowering Working together Modern	Digital Transformation Empowering Communities Strategic Intelligence, Performance and Delivery Organisational Development Start for Life Economic Growth and Resilience						
<b>Stable and responsible</b>	Deliver our statutory duties in response to new and emerging changes in law inc. Asylum			●	●	●						
<b>Getting the basics right</b>	Implementing the Boundary Commission review with introduction of Voter ID and directorate preparation for delivery of all-out election 2023			●	●	●	●	●				
<b>Getting the basics right</b>	Undertake a review of elected member allowances			●	●							
<b>Working Together</b>	Deliver a high-profile events programme attracting visitors from across the country and making Bolton a key destination			●		●	●		●			
<b>Digital Transformation</b>	Implement and deliver the Digital Programme and all 35 Digital priorities	●	●	●	●	●	●	●	●	●		●
<b>Empowering Communities</b>	Implement the new Area Working model, ensuring appropriate links are made with neighbourhoods			●		●	●	●	●		●	
<b>Strategic Intelligence, Performance and Delivery</b>	Embed the new corporate approach to Performance and Delivery across the Council and Vision Partnership	●	●	●	●	●	●	●		●		
<b>Organisational Development</b>	Adopt an organisational change approach to how we attract, recruit and retain staff	●		●		●	●	●			●	
<b>Organisational Development</b>	Further embed the Values and Behaviours framework so that it engages and motivates the organisations workforce	●		●		●	●		●		●	
<b>Organisational Development</b>	Refresh, modernise and implement a suite of HR and OD policies responding to national change	●		●		●	●	●	●		●	
<b>Organisational Development</b>	Develop robust processes in response to national change and policies effective directorate services inc. Multi-academy Trust			●		●	●	●			●	

## Adopting the one Borough and one Council approach within the Directorate

The Corporate Resources Directorate has key leadership responsibility for One Council Internal Change Programmes either directly or in collaboration with other Directorates where there are cross overs or key interdependencies. We support the One Council culture that has come through strongly in the Corporate Plan with these programmes identified as key priorities to deliver within the Directorate, on behalf of the organisation.

The Organisational Development Change Programme, will seek to empower Council employees, adopting an organisational approach that motivates our staff, working together and adopting modern solutions to deliver both the Council and Vision priorities.

By embracing this programme and valuing our staff, we can enable staff in wider parts of the Council, who are already contributing to delivery of our outcomes, to deliver effectively.

Similarly, the Directorate is also leading the Digital

Transformation programme and has recognised this as a key priority in order to modernise the organisation, doing so, we can find more effective ways to utilise our resource, making sure our systems are fit for purpose. Having a modern infrastructure also improves our engagement with residents, enabling more awareness of key issues, including the strategic delivery programmes.

As part of refreshed performance arrangements, across both the Council and Vision Partnership, the Strategic Intelligence programme will prove to be a key avenue for driving decision making, particularly against the six Vision outcomes and change programmes. The programme will look to engage our staff, elected members, residents and partners to provide quality intelligence, improving the decisions we make about matters concerning Bolton.

Aside from these programmes, the Directorate has the opportunity to empower our residents through the new area working model, engaging with our communities which will see change across all levels of the outcomes, recognising the importance of linking in with our neighbourhoods.

It's also important we get the basics right, and can demonstrate this with implementing the boundary commission review as well as review of the elected member allowances, using the internal change programmes to support delivery of this.

Finally, we want Bolton to be a key destination, and through our world-renowned events and economic growth and resilience plan, can ensure we are building a Bolton residents are proud to be a part of, a strong and distinctive town.



# 3.

## Wider Council Plans

### Service Plan contribution

We recognise that each of our services operate differently within the organisation and there would be no logical way of capturing all these in standardised service plan/format, despite us all working towards similar goals,

our overall Vision outcomes. It's through these service activities that we are able to deliver the priorities identified within this Plan and by adopting the Place Leadership approach set out within the Corporate Plan we can

ensure we do this effectively and efficiently as possible.

To assist in development of service plans, each Directorate's Policy and Performance team are able to offer support in this.

### Ensuring that Insight Exchange (staff appraisal/development) is linked

Employees are fundamental to the success of the Directorate Plan, playing a key operational role, from front line staff to strategic leaders, through the Values and Behaviours framework

employees will perform their jobs effectively to enable the delivery of our priorities and these should emerge as part of individual Insight Exchanges.

Detailed guidance for conducting Insight Exchanges is available on the Council's Intranet.



# Appendix A

## Directorate priorities breakdown

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
<b>Stable and responsible</b>	Deliver our statutory duties in response to new and emerging changes in law inc. Asylum	Assistant Director Revenues, Benefits and Customer Service	<p>Undertake appropriate horizon scanning to monitor any changing legislations to ensure a pro-active response</p> <p>Engage with staff, residents and partners to ensure appropriate implementation</p> <p>Continue to deliver our statutory duties in line with legislation</p>	<p>Progress updates on individual implementation plans</p> <p>Compliance rate %</p> <p>Number of net-consent sign offs (where required)</p>
<b>Getting the basics right</b>	Implementing the Boundary Commission review with introduction of Voter ID and Directorate preparation for delivery of all-out election 2023	Assistant Director – Legal	<p>Establish processes to ensure the successful roll-out of Voter ID</p> <p>Review Directorate role in response to all-out election 2023</p> <p>Ensure appropriate number of staff roles are recruited to, to support delivery of the election</p>	<p>Staff engagement</p> <p>% of staff who have been recruited to an electoral role</p> <p>No. of staff attending training programmes for elections</p> <p>No. of households contacted r.e. elections</p>
<b>Getting the basics right</b>	Undertake a review of elected member allowances	Assistant Director – Legal	<p>Review current elected member allowances alongside duties</p> <p>Review report and recommendations of the Independent Remuneration Panel</p> <p>Propose amendments to scheme with full Council</p>	<p>Elected member allowance figure (£)</p> <p>Narrative update to Directorate Leadership Team / Corporate Leadership Team / Council as required</p>
<b>Working Together</b>	Deliver a high-profile events programme attracting visitors from across the country and making Bolton a key destination	Assistant Director – HR, OD and H&S	<p>Promote Bolton as a key destination for filming</p> <p>Deliver key events within the borough – Ironman, Bolton Food and Drink Festival, Rugby League World Cup, etc.</p> <p>Develop an events strategy / programme</p> <p>Engage and consult with Bolton residents to understand the needs of the community</p>	<p>% In footfall in Bolton during key events</p> <p>No. of filming jobs delivered in Bolton</p> <p>Social media engagement (%)</p> <p>No. of events delivered in Bolton (Quarterly)</p> <p>Resident survey and engagement (%)</p> <p>Financial and non-financial benefits gained</p>

# Appendix A

## Directorate priorities breakdown cont'd

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
<b>Digital Transformation</b>	Implement and deliver the Digital Programme and all 35 digital priorities	Assistant Director – Transformation	<p>Enable an efficient and effective way for the Council to organise itself and conduct work to deliver the best digital outcomes</p> <p>Make the best use of the wide range of data the Council holds to help service delivery and to support overall Council decision-making</p> <p>Identify and actively manage potential risks that may arise from embracing and depending upon a digital way of life and work practices</p> <p>Develop the Council's processes to help with the quality, ease and efficiency of our services</p> <p>Develop a collection of resources for residents, businesses and the Council to support the digital fulfilment of their requests and requirements</p> <p>Ensure a way of life and work where appropriate digital ways are used to get things done</p>	<p>Process cycle time reduction</p> <p>% digital fulfilment</p> <p>% digital self-service</p> <p>Financial benefit (cost reduction, avoidance and revenue enhancement)</p> <p>Cost per transaction</p> <p>% error rate</p> <p>No. of digital related major business issues</p> <p>% cyber security training completed</p> <p>Paper volume reduction (Volume and %)</p> <p>Total Priority 1 calls</p> <p>Priority 1 calls closed</p> <p>Open Service Desk complaints vs closed</p> <p>Total logged tickets vs open and closed</p> <p>Customer satisfaction level</p> <p>Net promoter score</p> <p>Number of calls vs those with a first time fix</p> <p>Self service requests logged via request form</p> <p>Phishing emails / cyber security</p> <p>Number of website hits / click throughs</p> <p>Website accessibility</p> <p>Customer queries solved first time</p> <p>Average call time</p>

# Appendix A

## Directorate priorities breakdown cont'd

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
<b>Empowering Communities</b>	Implement the new Area Working model, ensuring appropriate links are made with neighbourhoods	Assistant Director Revenues, Benefits and Customer Service	<p>Ensure our residents have greater control in the planning, design and delivery of health, social care and public services.</p> <p>Embracing new ways of working - teams, across organisations and sectors, and supported by technology</p> <p>Identify and understand the assets our communities have and can be used to improve quality of life</p> <p>Developing our local insight alongside the intelligence change programme and emerging Intelligence Hub</p> <p>Join the dots and make sure that work to develop community alliances, community champions and any other locally focused approaches remain aligned and complimentary.</p>	<p>Narrative on the insight and intelligence held by BRAIN within each community</p> <p>Resident engagement (%)</p> <p>No. and type of assets in Bolton</p> <p>No. of community champions and/or equivalent</p>
<b>Strategic Intelligence, Performance and Delivery</b>	Embed the new corporate approach to Performance and Delivery across the Council and Vision Partnership	Deputy Chief Executive	<p>Join up the policy and performance function across the council</p> <p>Establish and maintain strong connection with the Intelligence Hub</p> <p>Introduction and monitoring of Council's Business Plans</p> <p>Development of Single Outcomes Framework and undertake appropriate stocktakes</p> <p>Development of a Data Warehouse</p> <p>Embedding of a Data Visualisation tool</p>	<p>Quarterly production of a quality Corporate Plan Dashboard and performance report to be tabled at the Change, Performance and Delivery Board before onward reporting at Cabinet</p> <p>Stocktake Delivery as per Single Outcomes Framework</p>
<b>Organisational Development</b>	Adopt an organisational change approach to how we attract, recruit and retain staff	Assistant Director – HR, OD and H&S	<p>Finalise and introduce the reset Vision Strategy</p> <p>Finalise and introduce the Operations Manual, the Strategic Partnership Toolkit (playbook and other support documents)</p> <p>Finalise and introduce the partnership Single Outcomes Framework</p> <p>Recruit the Strategy Delivery Manager to provide capacity for the partnership delivery focus</p>	<p>No. of apprenticeship starts</p> <p>Staff turnover %</p> <p>Stribe staff engagement %</p> <p>Bolton's best engagement</p> <p>No. of new starters</p> <p>% of staff who have received an annual appraisal (Target: 100%)</p> <p>% of staff who have completed mandatory training (Target:100%)</p> <p>No. and % of staff who have been on a training course</p> <p>Staff sickness levels and reasons</p>

# Appendix A

## Directorate priorities breakdown cont'd

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
<b>Organisational Development</b>	Further embed the Values and Behaviours framework so that it engages and motivates the organisation's workforce	Assistant Director – HR, OD and H&S	<p>Operationalise Stribe for improved digital engagement with staff – develop a programme of engagement</p> <p>Develop series of communications to promote the V&amp;B Framework</p> <p>Refocus on staff and manager inductions</p>	<p>Stribe staff engagement %</p> <p>No. and % of staff who have been on a training course</p> <p>No. of line managers who have undertaken Insight Exchange training</p> <p>Insight Exchange completion (%)</p> <p>No. of induction sessions held by OD</p> <p>Bolton's Best nominations (%)</p>
<b>Organisational Development</b>	Refresh, modernise and implement a suite of HR and OD policies responding to national change	Assistant Director – HR, OD and H&S	<p>Collate and review existing policies</p> <p>Undertake Horizon Scan of emerging policies and review impact on the Council</p> <p>Review and design refreshed policy format</p> <p>Utilise relevant tools to push out policies to staff</p>	<p>No. of HR and OD policies within the Council</p> <p>No. of policies reviewed within the last year</p> <p>No. of click-throughs on policies</p>
<b>Organisational Development</b>	Develop robust processes in response to national change and policies effective Directorate services inc. Multi-academy Trust	Assistant Director – HR, OD and H&S	<p>Undertake Horizon Scan of emerging policies and review impact on the Council</p> <p>Develop associated project plan to support implementation of policies</p> <p>Engage with schools and Directorates to ensure a joined-up approach</p>	<p>Narrative update to Directorate Leadership Team / Corporate Leadership Team/ Elected members to discuss progress</p>