

# Made **in Bolton**

Place Development 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 Place Development Directorate Plan 2022/24.

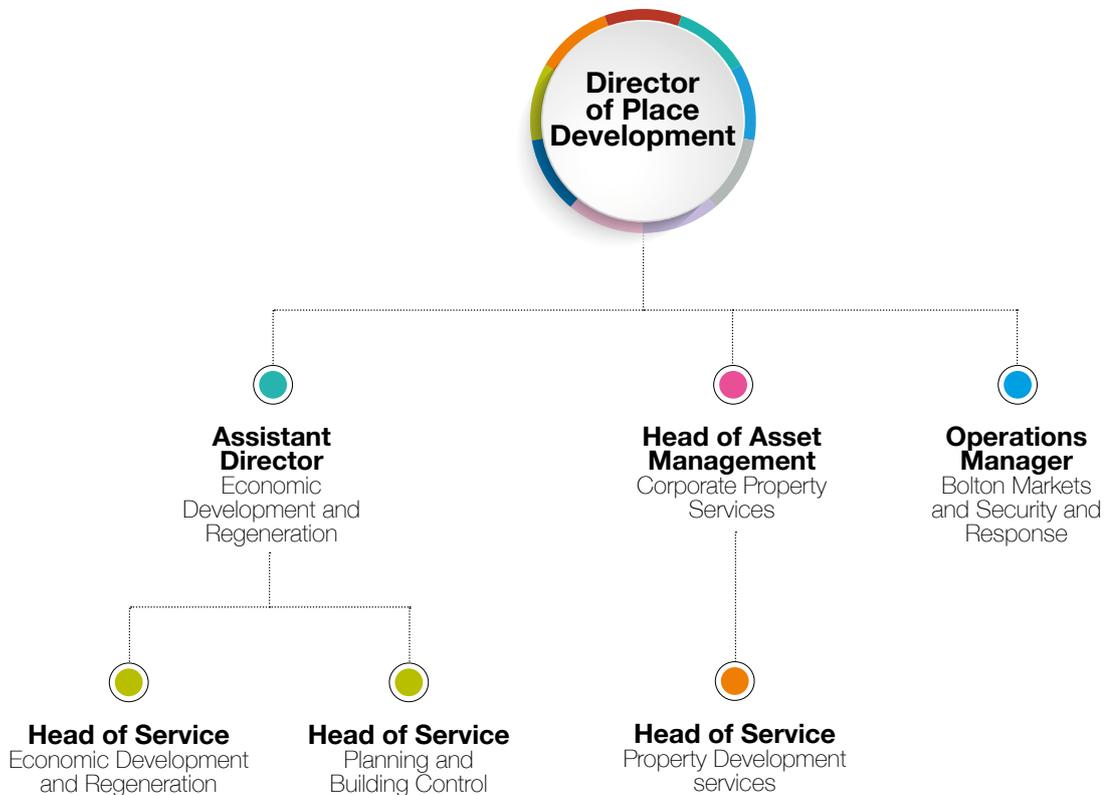
The Directorate is responsible for leading the growth and investment agenda for the borough, driving major developments such as Bolton's £1 billion Town Centre Regeneration Plan; delivering new homes to meet needs and aspirations and infrastructure developments; and working with businesses to develop our economy. Place Development focusses on regeneration and capital projects throughout the borough,

which contributes to strategic place-making aspirations, supporting people back into work, promoting the economic, social and environmental well-being of the residents of Bolton, bringing land and property back into productive use, through the Strategic Asset Management Plan and developing key local facilities such as Bolton Market.

During 2021, the Place Directorate was 'decoupled', forming

two distinct divisions – 'Place Development' and 'Place Services'. The establishment of a dedicated Place Development organisational structure has enabled the Director to dedicate resource to delivering major developments across the Borough, in particular town and district centres, refocus existing funding and attract new revenue opportunities.

The Place Development organisational structure is depicted below:



All of Place Development's work is intrinsically linked to the involvement of wider partners and local communities, with the Directorate managing a variety of functions including planning and enforcement; building control; business engagement; property facilities management and stadium safety; employment and skills; housing strategy; and town / district centres improvement and major development. It owns or operates over 1,722 land

and building assets, with a total owned buildings value of £676 million, and land ownership of circa 2,086 hectares (the equivalent of 3,898 football pitches or just over eight square miles).

Challenges for the Directorate in the coming two years will include adapting and responding to changes in workforce and demographics; Greater Manchester partnership working; and national government initiatives aimed at levelling up or managing

Brexit. Since 2015, Place Development has been required to deliver significant savings and efficiencies totalling £15.7m, whilst the Medium-Term Financial Strategy requires Place Development to deliver £962,000 savings during 2021/23.

To get all of this done, the Directorate has developed this plan which aligns our day-to-day activities in the form of three Priority Objectives for the period 2022-24.



## Context for this plan

### Recovery from pandemic

The pandemic had a significant impact on all Place Development's functions. However, facilities management; business support services; skills and training provision; public / promotional events; and town centre development and regeneration were particularly negatively impacted, despite this, the Directorate has continued to work hard, ensuring services continue to function.

The way the Directorate works also changed during the pandemic, with some staff home-working and changes in customer behaviour; for example, use of on-line services rather than visiting the town centre. Some services were busier as a result of the pandemic and some services lost custom and income through restrictions and closures. It is a testament to staff that, for example, businesses continued to be supported; Covid-19 support grants were processed; planning applications were determined; and offices were risk assessed and made Covid-19 safe.

Major development and regeneration projects, although slowed down due to market uncertainties created by Covid-19, were nevertheless progressed to the point where some projects, such as The Octagon Theatre and Little Lever Library and Health Centre, were completed. The advancement of major development sites in Bolton Town Centre, Farnworth and Horwich means that construction is soon to commence at each of these locations.

The Directorate has risen to the challenge of the unprecedented level of change that has been necessary in recent years, and the challenges created by Covid-19 pandemic. This has been accomplished by working together, being accountable and determined, treating each other with honesty and respect, and focussing on how we can make a difference to Bolton.

## 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. Place Development 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>Asset Management</b>	Support sustainable asset management, regeneration and developments in Bolton for people to live, work, study and socialise.	● ●	● ●	● ●	●
<b>Economic Growth</b>	Support Bolton in achieving sustainable, inclusive economic growth and to ensure that Bolton's residents benefit, attracting business, visitors and investment.	● ●	● ●		●
<b>Employment and Skills</b>	Support Bolton's employment and skills to enhance education, local communities, health and wellbeing and the economy.	● ●	●	●	●

A fuller breakdown of the priorities is outlined in Appendix A

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

The Place Development Directorate Plan 2022-24 connects the Directorate - whether it be its operational services or its strategic functions - to Bolton Vision 2030 (Bolton's overall goals) and to Bolton's Corporate Plan (the Council's overall goals).



**The Directorate aims to support sustainable asset management, regeneration and developments in Bolton for people to live, work, study and socialise.**

- The Directorate supports Bolton's communities and its climate change strategy aspirations, by its sustainable asset management of the council's property portfolio, its strategic development and plans for Bolton as a place, its Housing strategy and its Development Management strategy and operations.



**The Directorate aims to support Bolton in achieving sustainable, inclusive economic growth and to ensure that Bolton's residents' benefit, attracting business, visitors and investment.**

- The Directorate supports economic growth and new development through its strategic planning, regeneration plans, masterplans and development management service. It supports employment and business, manages Bolton Market and promotes Bolton to be a place for people to visit, study and do business.



**The Directorate aims to support Bolton's employment and skills to enhance education, local communities, health and wellbeing and the economy.**

- The Directorate works in close partnership with Bolton College, University of Bolton, businesses and providers to support the skills and aspirations of residents, and their health and wellbeing.



# 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>Asset Management</b>	Deliver sustainable asset management, regeneration and developments in Bolton for people to live, work, study and socialise.	Development Management Corporate Property Services/Asset Management Housing Strategy	<p>Managing the Council's property portfolio in an effective, efficient, financially sustainable manner:</p> <ul style="list-style-type: none"> <li>Continuing delivery of the Corporate Landlord element of the Strategic Asset Management Plan</li> <li>Continuing delivery of the Estates Optimisation ambitions of the Strategic Asset Management Plan</li> <li>Land Disposal Programme</li> <li>Asset Challenge on all buildings with no strategic use or commercially unviable</li> <li>Building Disposal Programme</li> <li>Carbon reduction programme</li> <li>Backlog maintenance and capital investment, based on data and insights</li> <li>Compliant and safe estate through integrated periodic testing office optimisation (fully utilised corporate estate)</li> </ul> <p>Making use of Council property assets to deliver Town and District Centre Masterplans</p>	<ul style="list-style-type: none"> <li>Narrative on the progress of the development of Corporate Landlord five year delivery plan (annual action plans against five pillars)</li> <li>Reduce the number of responsive repairs, by focused PPM (planned preventative maintenance) and capital programme investment</li> <li>Progress updates on estates optimisation, including regularising lease arrangements, rent reviews and disposals (E1 to E9 Asset Management Plan)</li> <li>Capital receipts for disposals achieved</li> <li>Monitor capital receipts</li> <li>Land and property disposal (annual £2m Target and aggregated deficit years target)</li> <li>Manage rental income commercially across corporate and investment estate in line with market rates and benchmarking</li> <li>Carbon reduction of embedded carbon on a building and portfolio level in line with climate change and CMP (carbon management plan)</li> <li>Office utilisation programme across the corporate estate to meet post COVID agile working principles and reduce inefficient revenue inputs</li> </ul> <p><b>Site disposal:</b></p> <ul style="list-style-type: none"> <li>Capital receipts in year from Property Services</li> <li>New capital projects (number and value from Property Services)</li> <li>Area of land and/or sq.m. of property acquired to facilitate regeneration</li> <li>Area of land disposed of to facilitate regeneration</li> </ul> <p><b>On land disposed of for regeneration (from Authority Monitoring Report)</b></p> <ul style="list-style-type: none"> <li>Numbers of Band D and above properties</li> <li>Area of commercial space developed</li> <li>Additional business rates generated</li> <li>Planning application performance</li> <li>Planning appeals</li> <li>Cat 1 enforcement enquiries received, completed and outstanding</li> </ul>

# 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>Asset Management</b>	Deliver sustainable asset management, regeneration and developments in Bolton for people to live, work, study and socialise	Development Management Corporate Property Services/Asset Management Housing Strategy	<p>Reducing the Council's carbon footprint by implementing the decarbonisation of Council's Property Assets as part of the Strategic Asset Management Plan</p> <p>Supporting development in Bolton by the provision of an effective, efficient, financially sustainable Development Management service</p> <p>Supporting housing delivery</p> <ul style="list-style-type: none"> <li>• Providing a security and response service</li> </ul>	<ul style="list-style-type: none"> <li>• Narrative update on the Phase 1 decarbonisation scheme.</li> <li>• No of buildings in Phase 1 decarbonised</li> </ul> <p><b>If successful for Phase 3 funding:</b></p> <ul style="list-style-type: none"> <li>• Narrative update and no of buildings decarbonised in Phase 3</li> <li>• Planning application performance</li> <li>• Planning appeals</li> <li>• Cat 1 enforcement enquiries received, completed and outstanding</li> <li>• Narrative progress against the Housing Delivery Plan</li> <li>• Numbers of Band D and above properties</li> <li>• No of net additional dwellings per year (from Authority Monitoring Report)</li> <li>• No of net additional dwellings</li> <li>• No of new housing approved</li> </ul> <p><b>Security and Response</b></p> <ul style="list-style-type: none"> <li>• Time taken to respond to incident/ alarm activation</li> <li>• Number of call outs undertaken</li> <li>• Number of patrol monitoring</li> </ul>
<b>Economic Growth</b>	Support Bolton in achieving sustainable, inclusive economic growth and to ensure that Bolton's residents benefit, attracting business, visitors and investment	Economic Development and Regeneration	<p>Delivering the Bolton Town Centre and District Centre regeneration plans</p> <p>Delivering Towns Fund, Levelling Up Fund and Future High Streets Fund projects</p> <p>Delivering business support to local businesses</p> <p>Obtaining approval for the GM Places for Everyone Spatial Framework</p> <p>Managing and developing Bolton Market</p>	<ul style="list-style-type: none"> <li>• Number of projects started and completed</li> <li>• Spend against target</li> <li>• % Increase in footfall in Bolton and Farnworth town centres</li> <li>• Unemployment rate</li> <li>• Number of new jobs created</li> <li>• Employment floorspace created</li> <li>• Business growth rate</li> <li>• New business start-ups</li> <li>• Places for Everyone Spatial framework is operational</li> <li>• Market rental income</li> <li>• Market vacancy rate</li> <li>• Number of employees working on the market</li> <li>• Market footfall (measure to be developed)</li> </ul>

# Appendix A

## Directorate priorities breakdown cont'd

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Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
<b>Employment and Skills</b>	Support Bolton's employment and skills to enhance education, local communities, health and wellbeing and the economy	Economic Development and Regeneration	Developing and delivering the Economic Growth and Resilience Plan and supporting strategies including the Skills Strategy for Bolton and the Employment Land Study	<ul style="list-style-type: none"><li>• Narrative update to Directorate Leadership Team / Corporate Leadership Team / Members / Scrutiny / Economic Prosperity Group/Skills and Aspirations Group</li><li>• No of trainees attending training programmes managed by Council officers</li><li>• No of trainees moving into employment or further education at the end of their training programme</li></ul>

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