

Report to:	Cabinet		
Date of meeting:	11/07/2022		
Report of:	Chief Executive	Report Number:	31930
Reporting Officer:	Sue Johnson Deputy Chief Executive	Telephone Number:	01204 332495
Contact Officer:	Michael Kane, Head of Policy, Performance and Partnerships	Telephone Number:	01204 334157
Report title:	Corporate Plan, Performance reporting and Directorate Plans		
Not confidential			
This report does not contain information which warrants its consideration in the absence of the press or members of the public.			
Purpose:	To provide Cabinet with the refreshed two-year plans (22/24) and revised performance reporting for: <ul style="list-style-type: none"> • Corporate Plan • Directorate Plan(s) • Performance Framework • Corporate Dashboard 		
Recommendations:	The Cabinet is recommended to: <ul style="list-style-type: none"> • Approve the new Corporate Plan and revised Directorate Plans as part of the One Council approach • Approve the performance arrangements established with the new Corporate Dashboard and framework. 		
Decision:			
Background documents:	<ul style="list-style-type: none"> • Appendix 1 - Corporate Plan 2224 • Appendix 2 - Performance Framework 2224 • Appendix 3 - Corporate Dashboard 2223 • Appendix 4 – Corporate Resources Directorate Plan 2224 • Appendix 5 – Place Services Directorate Plan 2224 • Appendix 6 – Place Development Directorate Plan 2224 • Appendix 7 – Public Health Directorate Plan 2224 • Appendix 8 – People – Childrens Directorate Plan 2224 • Appendix 9 – Integrated Heath and Care Directorate Plan 2224 		
Signed:	Leader.	Monitoring Officer	
Date:			

Consultation with other officers			
Finance	Yes		Sue Johnson
Legal	Yes		Helen Gorman
HR	Yes		Lee Fallows
Procurement	N/A		N/A
Climate Change	Yes		Nicola Farrell
Equality Impact Assessment	Yes	22/06/22	Rebecca Albrow

(a) Pre-consultation reports Is there a need to consult on the proposals?	No	
Vision outcomes Please identify the appropriate Vision outcome(s) that this report relates or contributes to by putting a cross in the relevant box.	1. Start Well	x
	2. Live Well	x
	3. Age Well	x
	4. Prosperous	x
	5. Clean and Green	x
	6. Strong and Distinctive	x

1. Introduction and Background

- 1.1. The pandemic has brought profound change over the past few years and as we move towards recovery, this shared experience has provided an opportunity for us to draw on the learning, refocus and ensure we are working in the right way to achieve our ambitions.
- 1.2. It's important we have a clear understanding of what these ambitions are, how we will achieve these and who will be accountable. Figure 1 provides a breakdown of the 'One Bolton Way' a blueprint for how our elected members, staff and partners will contribute to achieving these.
- 1.3. We also need to ensure that the work we do is relevant and sustainable, whilst responding to a post-pandemic world, therefore we have updated our plans and processes to reflect this.

Figure 1 – One Bolton Way blueprint



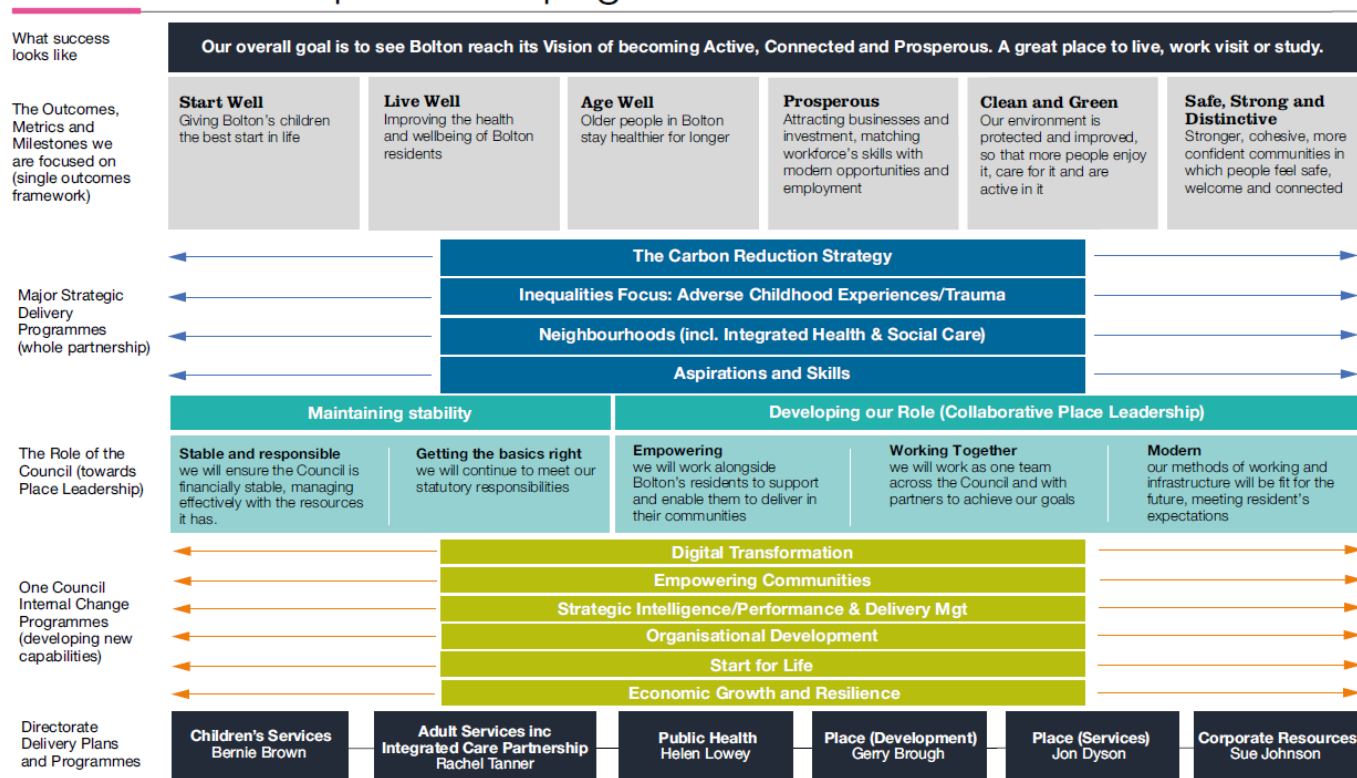
2. Bolton Corporate Plan

- 2.1. Acknowledging a changing operating context, a new Corporate Plan has been formed which rather than focus on individual priorities, instead describes the role of the Council, ensuring we are getting the basics right, being stable and responsible, whilst embracing a Place Leadership approach.
- 2.2. This has been developed alongside the Vision reset to ensure we join the dots across the Bolton system and ensure that our elected members, staff and partners have a clear understanding of how we collectively contribute to the delivery of our priorities via a One Council approach.
- 2.3. A guiding principle for both the Vision reset and the new Corporate Plan is the need to ensure that we are focused on delivery of outcomes that matters most to Bolton – this includes taking stock of the unique experience and impact of the last two years and working proactively as One Council to help secure the best possible outcomes for Bolton.
- 2.4. The plan, which is attached at Appendix 1 and summarised at Figure 2:

- Provides 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.
- Sets out what the Council will be doing over the next few years with the resource that we have and why we have chosen to focus on the priorities in the plan.
- Helps us to continually monitor finances and liabilities, identify opportunities and controls our internal systems and structures.
- Describes the role the Council will play and how it aims to work alongside communities, partner organisations and businesses – a 'Place Leadership' role.
- Summarises the aims and delivery plans across the Council and how these will work together as a joined up, One Council effort.

Figure 2 – Corporate Plan on a Page

Bolton Council plan on a page 2022/24



3. Directorate Plans

- 3.1 To ensure consistency we are standardising Directorate Plan to reflect the new role of the Corporate Plan, ensuring that these and broader services plans embrace this. Directorates will work with their Executive Cabinet Members to ensure progress and accountability.

4. Performance – Corporate Dashboard and Framework

- 4.1 Performance management is key to ensuring that we are on track to achieve what we set out to do. It does this by setting out how we plan and organise our resources to achieve our vision and deliver our outcomes. To support this, a framework has been developed to set out how we can use performance to make the organisation more efficient, as set out in Appendix 2.

- 4.2 As part of our refreshed business plans, we have also updated our Corporate Dashboard to ensure we are measuring indicators that matter, whilst providing commentary on progress impacting these, as set out in Appendix 3, which can also be viewed [online](#).

5. Impacts and Implications

- 5.1 There are no anticipated financial, legal or HR implications. In terms of climate change, the climate emergency is one of four crucial issues that has been identified by Vision partners that is seen to be urgent and can only be delivered by the whole Bolton partnership working together and with communities.

6. Equality Impact Assessment

- 6.1 Under the Equality Act 2010, the council has a general duty to have due regard to the need to:
1. **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
 2. **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
 3. **foster good relations** between people who share a protected characteristic and people who do not share it.
- 6.2 It is important to consider how the proposals contained within this report may impact positively or negatively on protected characteristics. It has been determined that due to the nature of the plans and proposed outcomes, it is not anticipated that the proposals within this report will have a differential impact on any of Bolton's diversity groups, including staff. Where identified, strategies and programmes of work linked to the Corporate Plan will have individual Equality Impact Assessments. A full EIA is therefore not required at this stage.

7. Consultation

- 7.1 These new arrangements have been co-designed with a range of partners and the Council's senior leadership teams.

8. Recommendations

- 8.1 The Cabinet is recommended to:
- Approve the new Corporate Plan and Directorate Plans as part of the One Council approach
 - Approve the performance arrangements established with the new Corporate Dashboard and framework.

Equality Impact Assessment

Title of report or proposal:
Corporate Plan, Performance reporting and Directorate Plans

Directorate:	Corporate Resources
Section:	Policy, Performance and Partnership
Date:	06/06/22

Public sector bodies need to be able to evidence that they have given due regard to the impact and potential impact on all people with 'protected characteristics' in shaping policy, in delivering services, and in relation to their own employees.

Under the Equality Act 2010, the council has a general duty to have due regard to the need to:

1. **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
2. **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
3. **foster good relations** between people who share a protected characteristic and people who do not share it.

By completing the following questions the three parts of the equality duty will be consciously considered as part of the decision-making process.

Details of the outcome of the Equality Impact Assessment must also be included in the main body of the report.

1. Describe in summary the aims, objectives and purpose of the proposal, including desired outcomes.

This report intends to provide Cabinet with details of its strategic plans (Corporate Plan and Corporate Dashboard) for the next two years (2022-2024) whilst acknowledging the new approach the Council intends to take, in order to achieve this.

These strategic plans will serve as overarching documents for the organisation, with a series of work programmes to emerge as a result of them. For each of these work programmes, an individual EIA will, or has been, undertaken.

The Corporate Plan will detail the changing role of the Council in order to deliver our priorities:

- How we maintain stability, managing our resources effectively and getting the basics right
- How we develop our role as a Council, to encourage a more collaborative Place Leadership approach
- What the six internal change programmes are, and how they will aid us in delivery of our priorities
- How this plan will connect to wider parts of the organisations

The Corporate Dashboard will show progress against delivery of our Corporate Key Performance Indicators:

- Providing either, yearly, quarterly or monthly data on Key Performance Indicators (KPI)
- Providing a narrative alongside these KPIs to evidence how the Council is impacting these
- Show a clear link between the KPI and Corporate Plan

The Performance Framework will set out how we can use performance to make the organisation more efficient:

- Detailing the performance cycle and how it can be used in performance management
- Defining each element of the One Bolton Way
- Defining how we determine our performance measures
- How we monitor performance and make decisions

Once endorsed and approved by Cabinet, the Council can seek to undertake the actions to arise from these plans, to ensure we are delivering our outcomes. Also, to ensure transparency, the business plans will be made available and accessible to the public, to provide them with the expectations of the Council.

The report also refers to the Directorate Plans as part of this revised way of working, Directorates will work with their Executive Cabinet members for sign off on these.

2. Is this a new policy / function / service or review of existing one?

By adopting these strategic plans the Council will be introducing a revised way of working, embracing a Place Leadership approach.

3. Who are the main stakeholders in relation to the proposal?

- Elected members
- Bolton Council Staff
- Residents

4. In summary, what are the anticipated (positive or negative) impacts of the proposal?

It is anticipated the approval of these strategic plans will have positive impacts for stakeholders these include:

- Development of a series of work programmes to support the organisation in achieving its priorities and outcomes
- Support services in recognising their role in delivery and acknowledging their impact in The One Bolton Way blueprint
- Providing a clear link between Insight Exchanges delivery of our Vision
- Supporting the organisation in undertaking its statutory duties
- Enabling the organisation to adopt a Place Leadership approach
- Clear guidance on how we should be monitoring performance within the organisation
- Evidence of transparency in publishing our Performance Dashboard
- Endorsing a One Borough and One Council approach

As each work programme is developed, these impacts will be explored further as per the individual EIAs for each.

5. What, if any, cumulative impact could the proposal have?

It is anticipated that the cumulative impact of these proposals will be positive. The strategic plans will provide clearer and more transparency for stakeholders to engage with, detailing the expectations of the Council. Equally, using these strategic plans the Council can ensure its priorities align to the Vision outcomes, evidencing a clear link between how part of the organisation plays a key role in delivery of them.

It is also anticipated there will be improved monitoring of how the organisation is performing and enable the Council to respond to this proactively, ensuring the organisation engages with its partners and residents more effectively to support in delivery.

By adopting a place leadership approach, it is anticipated the Council will be able to support workforce, communities and partners more effectively.

This EIA form and report has been checked and countersigned by the Directorate Equalities Officer before proceeding to Executive Cabinet Member(s)

Please confirm the outcome of this EIA:

No major impact identified, therefore no major changes required – proceed	<input checked="checked" type="checkbox"/>
Adjustments to remove barriers / promote equality (mitigate impact) have been identified – proceed	<input type="checkbox"/>
Positive impact for one or more groups justified on the grounds of promoting equality - proceed	<input type="checkbox"/>
Continue despite having identified potential for adverse impact/missed opportunities for promoting equality – this requires a strong justification	<input type="checkbox"/>
The EIA identifies actual or potential unlawful discrimination - stop and rethink	<input type="checkbox"/>

Report Officer

Name: Calum Gaskell

Date: 22nd June 2022

Directorate Equalities Lead Officer

Name: Rebecca Albrow

Date: 22nd June 2022