

Bolton's Corporate Plan

2019 - 2021

Quarter 1 20/21

**Bolton
2030**
Active, Connected & Prosperous

**Bolton
Council**



Corporate Plan

2019 — 2021

By 2021 we will aim to deliver on the following key priorities...

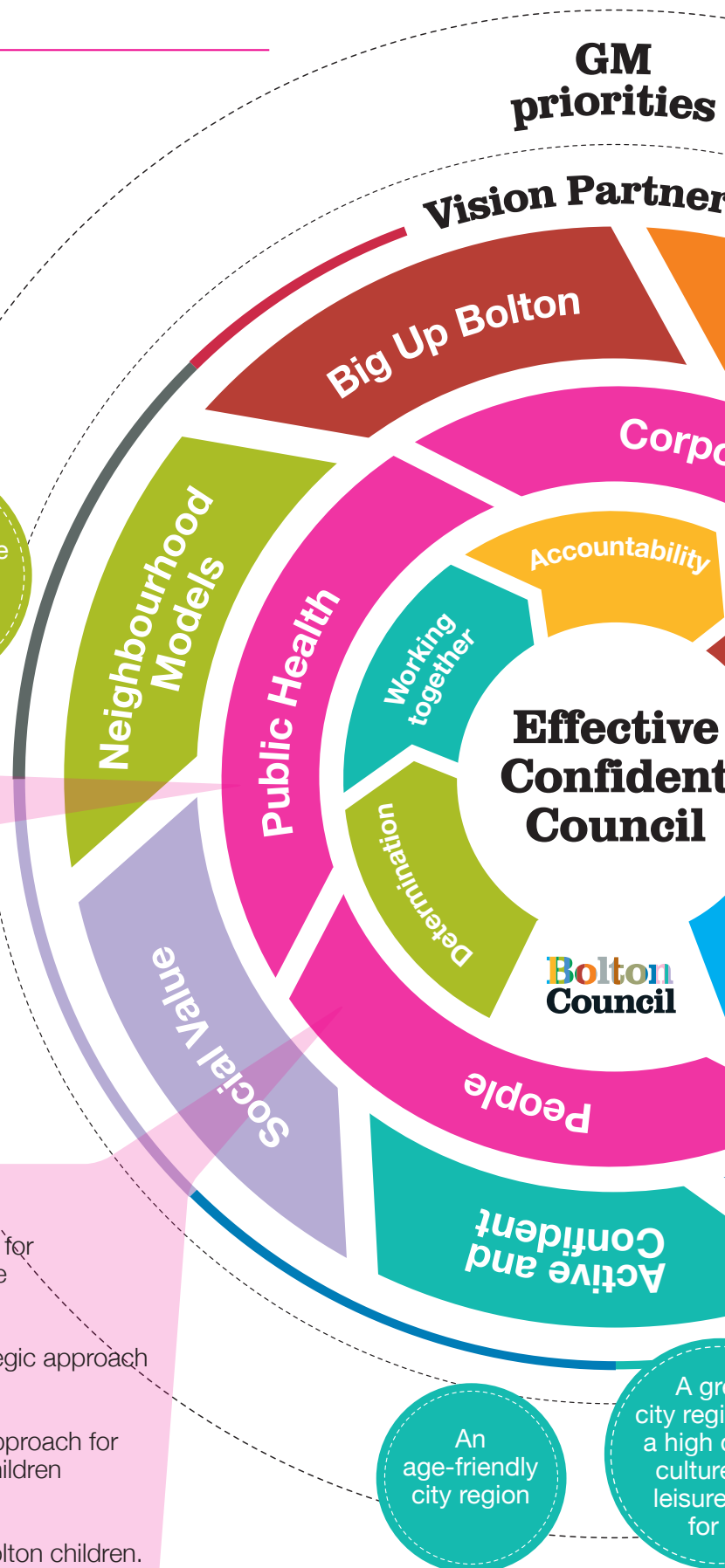
Healthy lives,
with quality care
available for
those that
need it

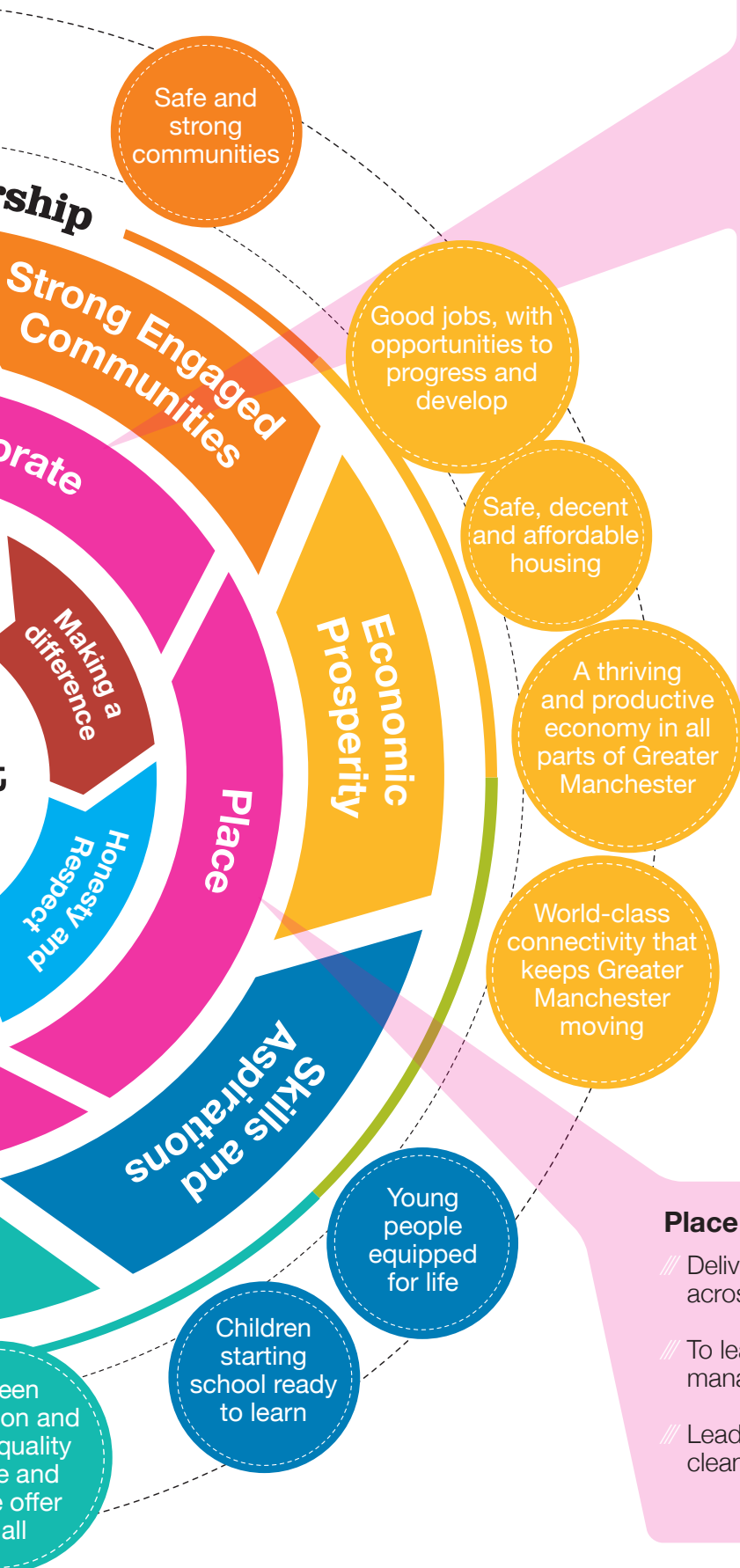
Public Health

- /// Enable the Council's journey to becoming a wellbeing organisation
- /// Develop an intelligence and evidence-based organisation to inform decision-making
- /// Develop a Health and Wellbeing Strategy and prevention framework to underpin health and social care integration

People

- /// Develop neighbourhood models of care for Early Help and Adults incl. public service reform managing demand
- /// To consider and implement a new strategic approach and partnership with the VCSE
- /// Detail and implement a new strategic approach for improving outcomes and services for children looked after
- /// Deliver sufficient school places for all Bolton children.





Corporate Resources

- /// Review Council capacity to transform, agreeing and implementing LGA Peer and Governance Reviews
- /// Establish a more effective participative and engaging approach with residents and stakeholders
- /// Establish and embed Social Value across council
- /// Establish a two-year sustainable financial and resource plan
- /// To develop partnership working and maximise opportunities within GMCA and Bolton Vision 2030
- /// To consider and implement a new strategic approach and partnership with the VCSE
- /// Agree and deliver a strategy which values employees and makes high performing teams the norm
- /// Establish and deliver an integrated strategic commission function (Corporate Resources, People and CCG)
- /// Agree and implement the Council Digital Strategy



Place

- /// Deliver on key regeneration areas across the borough including housing
- /// To lead a prioritised approach to asset management across the organisation
- /// Lead on the development of a more clean and green borough




Corporate Priorities 2019-2021

Priority reference and link to Bolton 2030	Corporate Priority	Overall Outcomes and products	WHO	Dates	Quarterly Milestones	Quarterly Commentary	Quarterly RAG
CO1 1-6 A , C	Agree and deliver a strategy which values employees and makes high performing teams the norm	<ul style="list-style-type: none"> • Overall framework approach agreed • Launch across Council and embedded into all aspects of Council business 	Director of Corporate Resources	Quarter 1 20/21	Appointment of Assistant Director for HR/OD Initial development of e-learning packages	<p>Appointment of Assistant Director for HR/OD will allow a full review of HR capacity and structure, enabling focus to be placed upon this strategy. This will also encompass learning from staff not being able to work as normal during recent months.</p> <p>Health High Performing Teams development sessions planned between March and June have been postponed and will now be reviewed to schedule future dates.</p> <p>Sessions have already been undertaken with CLT, People DLT and Public Health. Place and Corporate Resources DLT are to be scheduled once new Chief Officers are in post.</p> <p>Insight Exchange sessions have been delivered to managers wanting practical support on planning for and delivering the Insight Exchange conversation with their staff. Further workshops have also been planned</p> <p>A suite of 7 e-learning packages are currently in development to support staff and managers in completing effective Insight Exchange discussions. These range from Leading the Meeting, Difficult Conversations, Giving and Receiving Feedback, Learning Styles and SMART Objectives and will initially be accessed through the Training Intranet page and then on Oracle.</p>	



Corporate Priorities 2019-2021

Priority reference and link to Bolton 2030	Corporate Priority	Overall Outcomes and products	WHO	Dates	Quarterly Milestones	Quarterly Commentary	Quarterly RAG
CO2 1-6 A , C	Review organisational capacity to deliver and implement activity across the council including delivery of LGA Peer Reviews	<ul style="list-style-type: none"> • Successful delivery of LGA Peer Reviews: Governance Review • Implementation of agreed transformational outcomes • Review of Council's constitution July to November 2019 	Chief Executive & Director of Corporate Resources	Quarter 1 20/21	Amendments documented and due to go to Scrutiny Increased digital response to working	<p>Work on review of constitution has progressed, and progress also made on increased digital way of working building upon the learning from Covid-19 and requirement for our staff to work away from their normal place of work</p> <p>A PDG was held in January to obtain members's views on the LGA proposals. Amendments will go to council in Quarter 2 regarding Scrutiny rules and the updated Scheme of Delegation.</p>	
CO3 1-6 A, B, C, D	Agree and implement the Council Digital Strategy	<ul style="list-style-type: none"> • Development of strands "Digital Residents, Digital Business and Digital Council" • Development of associated delivery plan 	Director of Corporate Resources	Quarter 1 20/21	Review digital channel shift as part of recovery Successful digital GM bid	<p>The recruitment of an Assistant Director in Transformation and Change is currently underway and will look to take ownership of the digital strategy, ensuring the successful embedding of this into the organisation.</p> <p>As part of the response to Covid-19, a recovery group has been set up and currently reviewing the channel shift to digital for each of the services within the organisation, highlighting what has worked effectively and can be implemented going forward.</p> <p>Automation of workstreams has begun with tools such as Power BI and Tableau beginning to be utilised with data held within the organisation.</p> <p>The Council has also been successful in a joint bid with Bolton CCG and Bolton FT to secure Tableau software, infrastructure and licenses, however in light of the current crisis, the roll out of this has been delayed and is now looking to be progressed in Quarter 2, with the reactivation of services.</p>	



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Priority reference and link to Bolton 2030	Corporate Priority	Overall Outcomes and products	WHO	Dates	Quarterly Milestones	Quarterly Commentary	Quarterly RAG
CO4 1-6 F	Establish and embed Social Value across council	<ul style="list-style-type: none"> • Embed Social Value in to Council services • Progress agreed outcomes as outlined in Vision Delivery Plan • Social Value policy development and implementation 	Director of Corporate Resources	Quarter 1 20/21	Social Value report produced	<p>Revised strategy and policy was due to be considered by CLT early March however Covid-19 meant this was delayed from being considered. Officer in the Chief Executive's directorate including the Procurement lead have now began further work on this and the impact of Covid-19 on the proposed policy will be reviewed before submission. This is set to be taken to CLT in Quarter 2 and onward consideration and approval at Cabinet.</p> <p>The Social Value lead for Bolton Vision had scheduled a session with key partners and Centre for Local Economic Strategy (CLES) to consider the key social value ask for the borough. Given the impact of Covid-19 this has been rescheduled for September 2020.</p>	
CO5 6 A - G	Establish a more effective participative and engaging approach with residents and stakeholders on outcomes, including working with town councils	<ul style="list-style-type: none"> • Agreed strategy with Vision Action Group (Big Up Bolton) to engage residents/stakeholders • Progress outcomes of engagement strategy 	Director of Corporate Resources	Quarter 1 20/21	Consultation toolkit draft developed	<p>A consultation toolkit has been developed alongside relevant stakeholders and the first draft of this is expected to be shared with the corporate leadership team. Post consultation this will be shared for internal scrutiny early Quarter 2. As the toolkit was developed along Bolton Vision final comments on the draft are expected in July via the Strong and Engaged theme group.</p> <p>A facilitated event with NLGN is set to be organised for Quarter 3, with planning underway in Quarter 2.</p>	
CO6 4 A, C	To develop partnership working and maximise opportunities within GMCA and Bolton Vision	<ul style="list-style-type: none"> • Deliver on all aspects of Vision Delivery Plan Bolton Council has responsibility for • Review existing GMCA arrangements • Align GMCA business with Council and Vision priorities 	Director of Corporate Resources	Quarter 1 20/21	<p>Collaborative working within GM and Vision during crisis Active,</p> <p>Connected and Prosperous Board formally established</p>	<p>The impact of Covid-19 has brought LA's together to work more collaboratively on a response to the pandemic, examples including GM Comm Cells, Coroners and other shared resourcing.</p> <p>The Active, Connected and Prosperous board has been established, including terms of reference, and membership refreshed and agreed via full council. The first meeting is scheduled for July.</p> <p>The Vision Action Group and Delivery Plan is being reviewed in light of Covid-19, and early work has gone into identifying priorities going forward.</p>	




Corporate Priorities 2019-2021

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CO7 1-6	To consider and implement a new strategic approach and partnership with the VCSE	<ul style="list-style-type: none"> Pooled funding in to one funding stream via new investment programme Embed a collaborative approach to developing the VCSE sector 	Director of Corporate Resources & Accountable Officer Health and Care & Director and Deputy Director of People	Quarter 1 20/21	Pooled fund established and grants made	<p>During Q1, the planned rounds for Bolton's Fund were suspended because of Covid -19. However, a £50,000 Bolton's Fund Covid-19 Resilience Fund round was rapidly developed and launched helping some 38 VCSE organisations to support their communities during the initial stages of the pandemic incident.</p> <p>Work is underway to restart the Fund proper in Quarter 2 following engagement with Elected Members.</p> <p>Quarter 2 will also see launch of the Memorandum of Understanding (MOU) which governs partner relations in delivering the Voluntary Sector Strategy. The launch of the MOU was another casualty of the Covid-19 pandemic, but the revised version will use a digital platforms and virtual channels for its launch.</p>	
CO8 1,2,3 G	Establish and deliver an integrated strategic commission function with new outcome measures	<ul style="list-style-type: none"> An integrated commissioning function across the health and social care integration system 	Director and Deputy Director of People & Accountable Officer Health and Care & Director of Corporate Resources	Quarter 1 20/21	A Joint adult and children AD for integrated /all age commissioning appointed	<p>An appointment has been made for a joint adult and children assistant director with a start date for September 2020, reporting to the Director for Commissioning in the ICP with strong links to adults and children agenda, with a focus on all age commissioning, Early Help and driving improved outcomes for citizens in Bolton.</p>	

Corporate Priorities 2019-2021

Priority reference and link to Bolton 2030	Corporate Priority	Overall Outcomes and products	WHO	Dates	Quarterly Milestones	Quarterly Commentary	Quarterly RAG
CO9 1,2,3 B, E, G	Develop neighbourhood models of care for Early Help and Adults incl. public service reform managing demand	<ul style="list-style-type: none"> Integrated new models of care developed at neighborhood models Place-Based Integrated Health and Social Care Transformation with improved outcomes for our population, incorporating Start well, Live well, Age well Joint decision making on pooled budgets 	Director of People & Director of Public Health & Accountable Officer Health and Care	Quarter 1 20/21	Successful recruitment to support delivery of neighbourhood models	<p>Managing Director of the ICP now appointed and in post .</p> <p>Director of Commissioning now in post and the AD for Commissioning across Children and Adults and Public Health now appointed, in post September.</p> <p>All posts will drive the strategic planning at pace and focus on the necessary transformation across the system. Permanence Strategy in place</p>	
CO10 1 D	Detail and implement a new strategic approach for improving outcomes and services for children looked after	<ul style="list-style-type: none"> Review of current permanence and placement strategy to support more children to live at home Develop local placements and services to support the needs of Looked After Children. Delivery milestones will be linked to budget savings and the helping earlier project 	Director of People	Quarter 1 20/21	<p>Strategic lead for Early Help now in place.</p> <p>Permanence panel working well to ensure where possible children can live at home safely and where they do come into care that remains under review.</p> <p>Bid completed for the What Works Social worker in schools programme to enhance the broader multi agency work to support children living at home safely.</p> <p>Work underway across GM on a sufficiency strategy for placements.</p>	<p>Demand pressure continues to be significant but work is moving at pace additional investment in prevention will be required to improve progress and outcomes for children.</p> <p>Demand strategy now in place and to be agreed at CLT in Quarter 2 with a view to take to executive members following this.</p>	

Corporate Priorities 2019-2021

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CO11 1 D	Deliver sufficient school places for all Bolton children	<ul style="list-style-type: none"> • Potential new school sites identified • New school build(s) completed • Primary School expansion programme completed • Secondary School expansion programme completed • Special School expansion programme completed 	Director of People	Quarter 1 20/21	Sufficient places delivered for September 2020 across primary, secondary and special schools.	Further work progressing to develop programmes for 2021-2024. Awaiting further feedback from the DfE Wave 14 Free School Programme and work progressing on the Great Lever Free School project.	
CO12 1-6 C	Establish a two-year sustainable financial and resource plan	<ul style="list-style-type: none"> • Design and development of plan including implementation 	Director of Corporate Resources	Quarter 1 20/21	Financial impacts currently under review.	Financial impact of Covid-19 is still being estimated, additional government funding has assisted with this position. However, there are already signs of significant income losses that will affect next financial year.	
CO13 4,5 B, E	To lead a prioritised approach to asset management across the organisation	<ul style="list-style-type: none"> • Fully developed Strategic Asset Management Plan (SAMP) • Audit of Council assets • Review of operation of assets 	Director of Place	Quarter 1 20/21	Council's Strategic Asset Management Plan drafted Commencement of the review all Council assets	<p>The Strategic Asset Management Plan (SAMP) framework is complete in draft format. Formal approval has been delayed due to the Covid-19 pandemic. It is envisaged that approval will be sought during Q2.</p> <p>The review of council assets has commenced via the 'Asset Challenge Process' (outlined in the SAMP) and this will be reviewed in line with regeneration aspirations and other asset priorities over the next 12-18 months.</p>	


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CO14 4,5 C	Deliver on key regeneration areas across the borough including housing	<ul style="list-style-type: none"> Progress on town centre intervention areas, masterplans, major strategic development projects and associated infrastructure 	Director of Place	Quarter 1 20/21	Implementation of Acquisition and Vacant Possession Strategy	<p>Great progress has been made in respect of all key intervention areas since the Regeneration Plan was approved in September 2017. The Council has entered into development option agreements with a number of development companies to deliver high quality regeneration projects across the borough.</p> <p>The Acquisition and Vacant Possession Strategy continues to be implemented on relevant vacant properties in Bolton Town Centre. In addition, the 'Future High Streets Fund' submission is seeking £19.2m grant funding to bring forward the redevelopment of the former Farnworth market site and Farnworth Market Precinct, improvements to the Leisure Centre and a Streets for All Programme. Bolton has also been nominated as 1 of 100 towns in the country to receive up to £25m from the 'Towns Fund'. The Council has also identified 10 projects that could potentially benefit from the Towns Fund which will be reflected in its developing Town Investment Plan.</p> <p>Whilst the Bolton Town Centre Regeneration Plan remains on schedule, the Covid-19 pandemic has impacted on delivery of the Plan. The Government has recently launched the 'Reopening High Streets Safely Fund' to provide Local Authorities with funding to introduce temporary measures to ensure businesses and the public can safely return to town centres over the coming weeks. Bolton is proactively supporting local business with recovery and will also be working with GM colleagues to produce a 'GM Economic Recovery Plan' over the next 12 months.</p>	

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CO15 1-6 G	Enable the Council's journey to becoming a wellbeing organisation	<ul style="list-style-type: none"> Evidence that health and wellbeing is written into policies, strategies and commissioning across the Council 	Director of Public Health	Quarter 1 20/21	Work on staff wellbeing offer and support to ensure a safe and positive work environment	Covid-19 has meant a change to the timescales but not the focus. In the initial stages of the pandemic and as we move to recovery phase there has been considerable amount of work in relation to staff wellbeing and ensuring a safe and positive re-location to physical building (where appropriate) and support if continue to work from home. There has been various wellbeing support throughout via managers, HR etc and will be a strong foundation for our vision to be a well-being organisation	
CO16 1-6 C	Develop an intelligence and evidence-based organisation to inform decision-making	<ul style="list-style-type: none"> Develop an integrated intelligence and evidence function for the Council Identify key areas for health improvement and the reduction of health inequalities (c/o JSNA development, Life Expectancy work) 	Director of Public Health	Quarter 1 20/21	New JSNA website established	<p>Work has taken place to re-establish Bolton's JSNA. There is a core dataset on the new JSNA website with work taking place on summary document.</p> <p>We are working with partners to identify specific focus areas/key topic areas and implement these into the JSNA.</p> <p>There are plans in place to develop a section on children and young people and discussions are taking place with the Children and Young Peoples Board around the scope of this.</p>	

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CO17 5, 6 A,B	Lead on the development of a more clean and green borough	<ul style="list-style-type: none"> Policy development and implementation to support the borough environment 	Director of Place	Quarter 1 20/21	Continue to support & implement the GM Environment Pla	<p>The Council is committed to assisting the delivery of the GM 5-Year Environment Plan. Key deliverables include:</p> <ul style="list-style-type: none"> £5m successful bid for Phase 2 of Local Energy Market Initiative Phase 2 of Warm Homes Fund project established "Grab your cup" reusable cup campaign launched (linked into the council's Single Use Plastic Strategy) Partnerships in place to support the rollout of a network of water refill stations across Bolton and Award of the GMCA waste disposal contract to Suez which will focus on significantly increasing recycling rates (which is key to moving towards a more circular economy) and diverting over 96% of Greater Manchester's municipal waste from landfill <p>In addition, the Council has been working in partnership with TfGM and the other authorities in Greater Manchester to develop a Clean Air Plan to ensure that health based air quality objectives are met throughout the borough. The Plan seeks to address air pollution levels, that have been identified as a problem, particularly close to busy roads. The proposed Clean Air Plan currently consists of a Charge based Clean Air Zone (category C), where vehicles that do not meet set emission standards will need to pay a charge to drive in Bolton. This is supported by a package of measures to help and encourage owners of non-compliant vehicles to upgrade them. The Council has agreed that consultation on the proposals will take place as soon as reasonably possible (envisaged autumn 2020), taking into account the current restrictions in relation to Covid19.</p>	
CO18 1-3 G	Develop a Health and Wellbeing Strategy and prevention framework to underpin health and social care integration	<ul style="list-style-type: none"> Develop Bolton's Health and Wellbeing Strategy Develop a framework for prevention 	Director of Public Health	Quarter 1 20/21	Terms of reference in place for the Active Connected and Prosperous Board	ACP Board developments have been paused due to Covid-19. However, the ACP Board will be providing oversight, governance and member-led engagement for the Local Outbreak Plan to respond to the pandemic situation and recovery, and other health protection functions.	

Appendix 1

Glossary of Vision Action Groups and Vision Outcomes

Vision Action Groups

- a) Big Up Bolton
- b) Strong and engaged communities
- c) Economic prosperity
- d) Skills & aspirations
- e) Active and confident
- f) Social value
- g) Neighbourhood models

Bolton 2030 outcomes

1 Giving our children the best possible start in life, so that they have every chance to succeed and be happy

2 Improving the health and wellbeing of our residents, so that they can live healthy, fulfilling lives for longer

3 Supporting older people in Bolton to stay healthier for longer, and to feel more connected with communities

4 Attracting businesses and investment to the borough, matching our workforce skills with modern opportunities and employment

5 Protecting and improving our environment, so that more people enjoy it, care for it and are active in it

6 Developing stronger, cohesive, more confident communities in which people feel safe, welcome and connected