

A woman with blonde hair, wearing a black top, blue jeans, and a grey jacket, is walking on a paved path in a park. She is holding the hands of two young children. The child on the left is wearing a brown jacket and blue jeans. The child on the right is wearing a red jacket and red pants. They are walking towards the camera. The background is filled with large trees with yellow and orange autumn leaves. The ground is covered with fallen leaves.

# Made in Bolton

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Place Services 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 Services' Directorate Plan 2022/24.

At the centre of our communities are place-based services that keep our towns, neighbourhoods, and parks and open spaces accessible and looking at their best - services that also support our commitment to act on the climate emergency through sustainable waste management solutions (we deliver more than 14 million waste collections per annum), maintenance of our green spaces (15 square kilometres), active and sustainable transport, and investment in new technologies.

Similarly, our Regulatory Services undertake a wide range of activities that are designed to protect our residents, consumers, businesses, the public and the environment from harm. In addition to this, our highway network management function ensures this valuable asset (3,000km of carriageways, footways, public rights of way and cycleways with a replacement value in

the region of £1.6bn) is properly maintained, kept safe, and adapted to changing transport needs.

Our Museums, Libraries and Archives Services form an important component of Bolton's wider cultural offer and provide spaces and resources to encourage learning. These services hold collections that tell the story of Bolton and its connection to the world. They play a key role in building safer, stronger communities, supporting the education and personal development of our children and young people, adult health and well-being, and supporting a strong economy.

Our School Meals Service (almost four million school meals served per annum) ensures our children and young people have access to healthy, balanced, nutritious meals and are encouraged to make healthy choices. This again supports the

education and personal development of our children and young people, through the instilling of healthy eating habits.

With an annual budget (2022/23) of £28,324,000, Place Services play a key role in supporting cohesive communities, promoting health and wellbeing, encouraging investment and economic growth in our Borough.

During 2021, the Place Directorate was 'decoupled' forming two distinct divisions – 'Place Development' and 'Place Services'. The establishment of Place Services has enabled the Service Director to bring greater focus to the strategic development of the services highlighted above in the context wider Vision 2030 and Corporate Plan priorities. Wider opportunities to support the borough's ambitious regeneration plans have also been advanced, with the two divisions continuing to work in partnership.





The Place Services organisational structure is depicted below.



Partnership and collaboration remain central to delivery of place-based services; whether that be in relation to cross-cutting projects / initiatives within the council e.g. digital transformation, active travel, aggressive begging activity; local projects and collaborations e.g. tackling illicit tobacco in collaboration with

GMP and other partner agencies, enhancing and expanding the cultural programme in Bolton in conjunction with our cultural partners; improving local environmental quality with our volunteers through Bolton Green Umbrella; or in delivery of regional priorities in conjunction with TfGM, the Waste Disposal Authority or GMCA and

the constituent districts e.g. Clean Air Plan, Minimum Licensing Standards, City Region Sustainable Transport Fund.

It is, however, also anticipated that Place Services will need to continually adapt and evolve in the short and medium term, in response to changing demographics, changes

in the workforce, local and regional political context, funding and wider economic performance, withdrawal from the European Union and the post-Covid-19 landscape. To ensure ongoing development of services, the Directorate has developed this plan which aligns our day-to-day activities for the period 2022-24.





## Context for this plan

### Recovery from pandemic

The pandemic had a significant impact globally and nationally but hit the City Region and Bolton particularly hard. Absence as a direct consequence of the virus itself, or the precautionary arrangements that were put in place to protect individual health and wellbeing, had a significant impact on Place Services, in particular its frontline operations, as well as regulatory and cultural services.

The way in which the Directorate managed its business also changed with many staff moving to work from home. The way in which our residents and customers engaged with services also changed; there were marked increases in the use of on-line services, remote and mobile services, rather than travelling into the town and district centres.

With a strong regulatory framework in place, and an increase in homeworking across the borough, several Place Services provided a critical role throughout the pandemic. For example, many Regulatory Services' officers were assigned to support compliance with Covid-19 guidance; highways maintenance and waste collections continued largely unaffected; environmental maintenance was prioritised (noting increased use of parks and open spaces for exercise and recreation); library services quickly implemented new and innovative collection methods; and essential

building cleaning services and the provision of school meals (both in our schools and at home) were sustained.

Whilst some services were busier than ever, others lost custom / income because of the restrictions and 'stay at home' mandate. However, it is a testament to the dedication and commitment of all our staff that key services were adapted and continued to be delivered to our communities and that our commitments in relation to the 2019-21 Medium-Term Financial Strategy were upheld. 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.

Moving forward, Place Services remain focussed on 'recovery', ultimately reverting to a 'business as usual' state but drawing on learning from the pandemic to improve the way we deliver services; introduce new flexibilities for the benefit of our staff and customers; strengthen resilience across the Directorate; and support wider economic, societal, and cultural recovery across the borough. One important aspect of this will be in reducing our dependence on Covid-19 support funding and recovering income to a pre-pandemic level (with options for growth).

## The Reset and refocus of Vision 2030

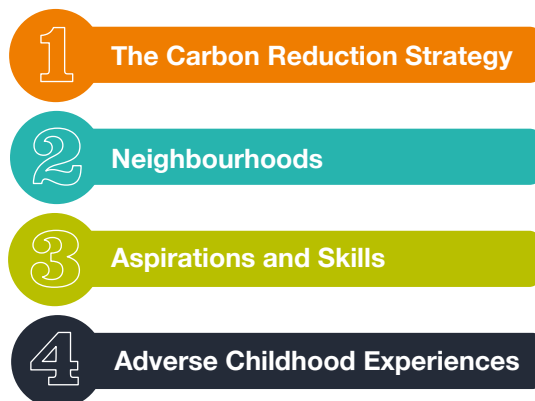
Through the shared experience of the pandemic, the partnership has recognised and responded to the opportunity to refocus on the right things, working in the right ways to support the people of Bolton as best we can. There is a need to develop a clear focus of the specific issues that need partnership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



### 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

### 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





## 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
- Match skills and training to employer future demand, including green jobs
- Increasing investment into the town, maximising the strengths of Bolton
- Supporting scale ups and business growth and innovation in the borough



# 2. Place Services 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
Getting the basics right	Provide effective, efficient, and financially sustainable 'Place' services to Bolton.	●	●			●	●	●		●	●	●	●		●	●			●	●		●
Environment	Support Bolton's environment, to see it protected and improved, so that more people enjoy it, care for it and are active in it.	●	●		●	●	●	●				●	●		●	●		●		●		●
Transport and Connected	Enable a well-connected Bolton through the provision of an affordable, accessible and sustainable integrated transport system – a system that enables people to move around the borough and supports the recovery, regeneration and economic growth of the borough.	●	●			●		●		●	●	●	●		●	●				●		●
Safe, Strong and Distinctive	Make Bolton a place which attracts business, visitors and investment through delivery of a regulatory services framework which is designed to protect residents, consumers, employees, businesses, the public and the environment from harm.				●	●	●	●		●			●		●	●		●	●			●
Start Well	Support Bolton's children and young people in securing the best start in life through provision of a healthy and nutritious school meals offer.	●	●										●			●			●		●	
Culture and Creative	Enhance Bolton's cultural and creative offer to improve the aspirations, skills and health and wellbeing of its communities.	●			●			●						●	●	●		●				●
Empowering	Support Bolton's residents to access high quality and affordable leisure opportunities that promote healthy and happy lifestyles.	●	●	●						●			●		●			●				●



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

The Directorate Plan connects Place Services, whether it be delivery of operational front-line services or wider strategic functions, to Bolton Vision 2030 and to Bolton's Corporate Plan.

Delivery of the diverse range of services that sit within the Directorate enables Place Services to contribute to wider Vision Outcomes and Strategic Delivery Programmes through provision of sustainable waste management solutions (climate / clean and green), active travel schemes/streets for all (climate / clean and green), community library and museum services, provision and maintenance of parks and green spaces (start well / live well / age well), trading standards and licensing services (safe, strong and distinctive), pollution control services (climate / clean and green), delivery of services into our schools (start well) and maintenance and adaption to changing needs of the highway asset (live well, age well, prosperous).

Our priorities and how they contribute to delivery of the six outcomes and strategic programmes for the Vision and/or the Council's Place Leadership role include:

- Delivering 'Place' services in an effective and timely manner, by getting the basics right, optimising resource deployment, working in partnership to empower Bolton's residents and communities, and to seeking out modern and efficient solutions to planning and delivery.
- Strategically planning and maintaining the Council's highways infrastructure and associated assets to deliver a safer, greener, more reliable system that embraces new technology/innovation and is integrated into the wider transport network and supports the local economy.
- Delivering a range of ambitious capital projects that support growth / regeneration in our town and district centres.
- Supporting positive action on climate through core service delivery (waste management / recycling, cleansing, grounds maintenance and green space management); as well as a range of active travel schemes and road safety initiatives; local pollution control interventions administered by Regulatory Services; as well as measures such as developing flood defence schemes.

- Delivering thousands of school meals each day to help all our young people start well.
- Leading on the development of Bolton's cultural creativity and heritage offer, providing gateways to history, information, arts and cultural enrichment through our library network, museum and historic halls. Related to this, we are responsible for supporting residents in accessing digital platforms and employment, education and skills opportunities.
- Promoting the utilisation of the six Council owned leisure centres to increase participation by all sectors of the community in sport, health and wider physical and cultural activities.
- Supporting a wide range of Council and Directorate specific (especially in relation to the many highly technical roles which exist in Place) activity designed to enhance workplace culture, capability, values and relationships, to enable sustained performance through our people.



### 3.

## Wider Council Plans

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### 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.





## 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>Getting the basics right</b>	Provide effective, efficient, and financially sustainable 'Place' services to Bolton.	Place Services - DLT	<p>Ensuring that our services are planned, managed, and delivered as scheduled:</p> <ul style="list-style-type: none"> <li>• Bereavement Services</li> <li>• Fleet Management</li> <li>• Highways and Engineering</li> <li>• Leisure Trust Management</li> <li>• Libraries, Museum and Archives</li> <li>• Regulatory Services (inc Trading Standards, Environmental Health, Licensing, Pest Control and Regulatory Enforcement)</li> <li>• Street Scene Services (inc Grounds Maintenance and Street Cleansing)</li> <li>• Parks and Open Space Management</li> <li>• Waste and Recycling</li> <li>• Services to Schools (inc School Meals and Building Cleaning)</li> </ul> <p>Ensuring our services are financially sustainable:</p> <ul style="list-style-type: none"> <li>• Robust Budget Management</li> <li>• Delivery of schemes/projects in line with the Capital Programme</li> <li>• Delivering the 2021/23 savings and efficiency programme</li> <li>• Transitioning services away from dependence on Covid-19 funding</li> <li>• Maintaining and developing business models to maximise traded services income.</li> <li>• Adoption of new technology where appropriate</li> <li>• Supporting Digital Transformation agenda with specific emphasis on process reengineering and channel shift.</li> </ul>	<p><b>Bereavement Services</b></p> <ul style="list-style-type: none"> <li>• Attainment against income targets</li> </ul> <p><b>Fleet Management</b></p> <ul style="list-style-type: none"> <li>• Operator Compliance Risk Score (OCRS)</li> <li>• % Fleet replacement programme delivered.</li> </ul> <p><b>Highways and Engineering</b></p> <ul style="list-style-type: none"> <li>• % of emergency (cat 1) defects made safe within response times</li> <li>• No of KSI casualties (annual)</li> </ul> <p><b>Leisure Trust Management</b></p> <ul style="list-style-type: none"> <li>• Patronage and Participation data</li> </ul> <p><b>Libraries, Museums and Archives</b></p> <ul style="list-style-type: none"> <li>• Footfall</li> <li>• No of computer sessions</li> <li>• No of people accessing WIFI</li> <li>• No of volunteers</li> <li>• No of events delivered</li> <li>• No of digital one to ones</li> <li>• No of school SLAs</li> <li>• No of people loaning tablets</li> <li>Customer satisfaction within the service</li> </ul> <p><b>Parks and Public Open Space</b></p> <ul style="list-style-type: none"> <li>• % of schedules completed</li> </ul> <p><b>Regulatory Services</b></p> <ul style="list-style-type: none"> <li>• No. of food intervention inspections</li> <li>• No. of enforcement interventions</li> <li>• No. of stop and inspect licensing operations – spot checks</li> <li>• Pest Control – Total Treatments carried out</li> </ul> <p><b>Services to Schools</b></p> <ul style="list-style-type: none"> <li>• School Meals Uptake (APSE)</li> <li>• Internal School Meals Uptake against numbers on roll</li> <li>• No of Building Cleaning SLA</li> </ul> <p><b>Street Scene Services</b></p> <ul style="list-style-type: none"> <li>• % of schedules completed</li> </ul> <p><b>Waste and Recycling</b></p> <ul style="list-style-type: none"> <li>• Missed domestic residual waste collections per 100,000 collections.</li> <li>• Recycling Rate</li> <li>• Residual Household Waste tonnages</li> <li>Customer Satisfaction Surveys (Note: Subject to introduction of a Corporate Tracker / Perception Survey)</li> </ul> <p><b>Quarterly Directorate Financial</b></p> <p>Monitoring reports detailing financial position on:</p> <ul style="list-style-type: none"> <li>• Capital programme</li> <li>• Overall Income</li> <li>• Grant funding secured and spent in line with grant conditions</li> <li>• 2021/23 savings programme</li> <li>• Progress against the 2021/22 savings and efficiency programme</li> <li>• Traded Services Income</li> <li>• Revenue Budget performance</li> </ul>

## 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>Environment</b>	Support Bolton's environment, to see it protected and improved, so that more people enjoy it, care for it and are active in it.	Place Services - DLT	<ul style="list-style-type: none"> <li>Improving Air Quality via the development of the Greater Manchester Clean Air Plan and Minimum Licensing Standards (MLS).</li> <li>Reducing the quantity of residual household waste and increasing the quantity of waste recycled by delivering sustainable waste management solutions.</li> <li>Reduce tonnage of waste sent to landfill, increase Bolton's recycling rate and reducing litter and fly tipping incidents by: <ul style="list-style-type: none"> <li>delivering environmental education and enforcement.</li> <li>Developing and diversifying Bolton Green Umbrella activities and other green initiatives.</li> </ul> </li> <li>Keeping Bolton clean through the Street Scene service.</li> <li>Mitigating flooding incidents / risk by delivering Bolton's Flood Risk Management Strategy.</li> <li>Improving the opportunities for active travel by developing the active travel infrastructure in partnership with the GM Bee Network.</li> <li>Reducing the carbon emissions of our fleet.</li> <li>Delivering greenspace schedules of work.</li> <li>Reducing carbon footprint by increasing tree planting</li> <li>Improving health and wellbeing by providing well-maintained clean parks, allotments, bowling greens, leisure centres and greenspaces for people to relax, socialise and exercise in.</li> </ul>	<ul style="list-style-type: none"> <li>Air Quality statistics</li> <li>Narrative on progress of the Clean Air Plan and MLS</li> <li>Recycling rate</li> <li>Residual Household Waste tonnage</li> <li>No of Green umbrella volunteers</li> <li>No of fly tips</li> <li>No of interventions/FPNs issued</li> <li>No of active travel projects</li> <li>No of active travel routes added</li> <li>% increase of overall active travel network</li> <li>% Fleet replacement programme delivered</li> <li>% of schedules completed</li> <li>No of trees planted</li> <li>Hectares of Local Nature Reserve managed</li> </ul>



## 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>Transport &amp; Connected</b>	Enable a well-connected Bolton through the provision of an affordable, accessible and sustainable integrated transport system – a system that enables people to move around the borough and supports the recovery, regeneration and economic growth of the borough.	Place Services - DLT	<ul style="list-style-type: none"> <li>Enabling improved transportation and connectivity by delivering a sustainable highway network via an annual, prioritised, and funded programme of activity.</li> <li>Development of a Local Transport Strategy for Bolton to better interpret GM Transport Strategy and Policy at a local level and to define a programme of new, but complementary, schemes to those identified in the District Local Implementation Plan.</li> <li>Enabling improved connectivity via a regulated/ licensed hackney and private hire trade</li> <li>Reducing digital exclusion by making technology accessible for all via Libraries' support, classes, tablet, computer and WI-FI services.</li> </ul>	<ul style="list-style-type: none"> <li>Progress on the development of a Local Transport Plan</li> <li>% of emergency (cat 1) defects made safe within response times</li> <li>No. of KSI casualties</li> <li>No. of LMS computer sessions</li> <li>No. of people accessing WIFI at LMS</li> <li>No. of digital classes at LMS</li> <li>No. of people loaning tablets at LMS</li> </ul>
<b>Safe, Strong and Distinctive</b>	Make Bolton a place which attracts business, visitors and investment through delivery of a regulatory services framework which is designed to protect residents, consumers, employees, businesses, the public and the environment from harm.	Place Services - DLT	<ul style="list-style-type: none"> <li>Providing regulation support and certification to deliver safe, effective, and sustainable businesses in Bolton.</li> <li>Reducing incidents of ASB in Bolton Town Centre via the PSPO scheme.</li> <li>Reducing incidents of illicit tobacco use and sales.</li> <li>Improving transport connectivity.</li> <li>Maintain / improve the condition of the highway network.</li> <li>Facilitating events in libraries, parks and community venues.</li> <li>Keeping Bolton clean.</li> </ul>	<ul style="list-style-type: none"> <li>No. of Food intervention inspections</li> <li>School Food Hygiene ratings</li> <li>No. of enforcement interventions</li> <li>No. of stop and inspect licensing operations</li> <li>No. and value of illicit tobacco seizures and interventions</li> <li>Progress on the development of a Local Transport Strategy and Local Improvement Plan</li> <li>% of emergency (cat 1) defects made safe within response times</li> <li>% of cleansing schedules completed.</li> </ul>

## 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>Start Well</b>	Support Bolton's children and young people in securing the best start in life through provision of a healthy and nutritious school meals offer.	Place Services - DLT	<ul style="list-style-type: none"> <li>Supporting children's health, wellbeing and learning through provision of a healthy and nutritious school meals offer that complies with School Food Standards and relevant school food policy and legislation.</li> <li>Securing and maintaining 'Food for Life Served Here' accreditation.</li> <li>Educating children on healthy eating as part of a focussed marketing and promotions scheme and wider curriculum activity</li> <li>Supporting children's learning by providing a LMS offer</li> <li>Supporting children's health by providing and maintaining school play areas, play areas in parks, Multi Use Games Areas etc.</li> <li>School participation in Road Safety initiatives (e.g. 'Road Safety Ambassadors')</li> </ul>	<ul style="list-style-type: none"> <li>School Meals Uptake</li> <li>Internal School Meals Uptake against numbers on roll</li> <li>Attainment of the food for Life Award in Schools' Catering</li> <li>No. of LMS school SLAs</li> <li>No. of school visits to LMS</li> <li>No. Equipped Play areas and MUGAs</li> </ul>
<b>Culture and Creative</b>	Enhance Bolton's cultural and creative offer to improve the aspirations, skills and health and wellbeing of its communities.	Place Services - DLT	<ul style="list-style-type: none"> <li>Leading the development of a new Cultural Strategy for Bolton and associated delivery plan that engages all cultural partners and the wider public.</li> <li>Improving the offer of the Bolton Central Library, Museum and Archive via its redevelopment under the Towns Fund.</li> <li>Ensuring the provision of a temporary 'Bolton Central Library, Museum and Archive' service during the re-development of the Central Library.</li> <li>Improving people's skills and opportunities by providing volunteering opportunities at Cultural Venues</li> <li>Reducing social exclusion and improving health and wellbeing by sharing information, resources and delivering programmes of activities and events in Libraries.</li> <li>Reducing digital exclusion by making technology accessible for all via Libraries' support, classes, digital equipment and WI-FI services.</li> </ul>	<ul style="list-style-type: none"> <li>Progress on the development of the new Cultural Strategy</li> <li>Achievement of the Museum and Archives accreditation in 2022</li> <li>Interim footfall at Bolton Central Library, Museum and Archive whilst re-development is ongoing - Target: to retain at least 70%</li> <li>Following re-development: Increase visitor figures by 20%</li> <li>No. of volunteers and volunteer hours</li> <li>LMS Diversity of volunteers and volunteer organisations supported</li> <li>No. of LMS events/sessions</li> <li>No. of attendees on LMS events/sessions</li> <li>No. of LMS computer sessions</li> <li>No. of people accessing WIFI at LMS</li> <li>Completion of public network refresh in 2022/23 including self service printing</li> <li>No. of digital classes at LMS</li> <li>No. of people loaning tablets at LMS</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
Empowering	Support Bolton's residents to access high quality and affordable leisure opportunities that promote healthy and happy lifestyles.	Place Services - DLT	<ul style="list-style-type: none"><li>• Delivering opportunities for participation</li><li>• Support improving health outcomes</li><li>• Supporting life skills and health by providing school swimming lessons and free-swimming sessions at leisure centres.</li></ul>	<ul style="list-style-type: none"><li>• Footfall at each Centre</li><li>• Nos. Participating in health focused programmes</li><li>• No. school swimming sessions</li></ul>