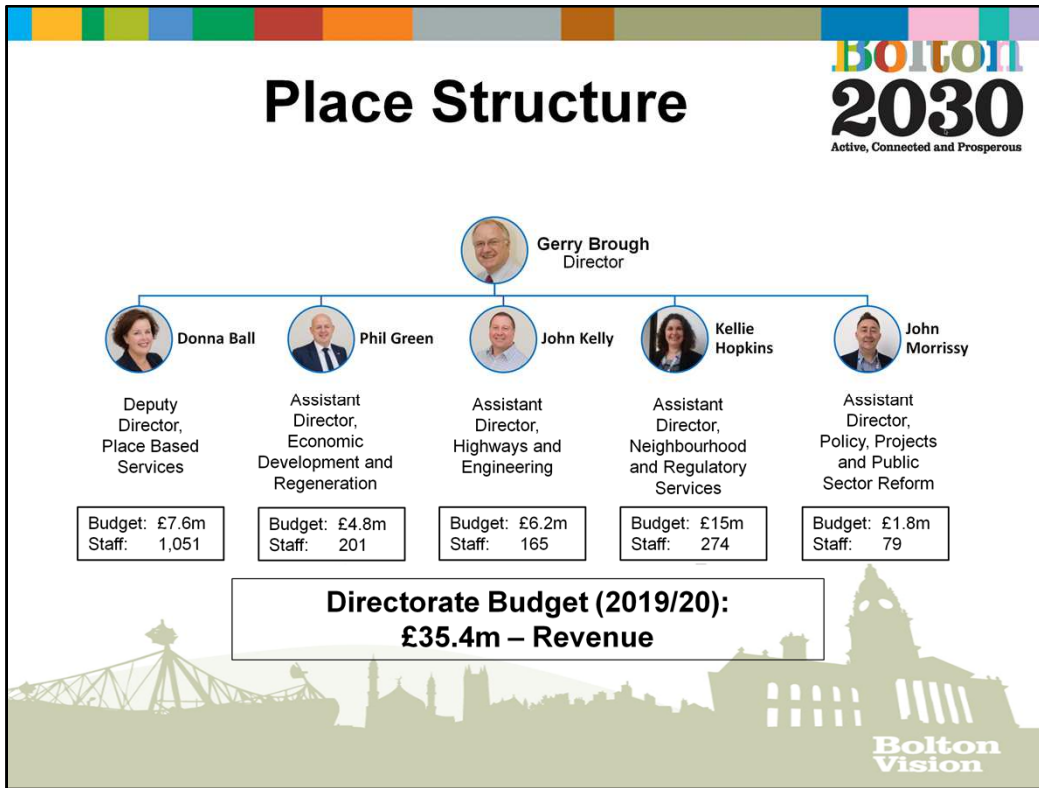


# **DIRECTORATE OF PLACE**

**Scrutiny Presentation**  
**26<sup>th</sup> June 2019**

**Gerry Brough - Director**





# Donna Ball Deputy Director



## SERVICES

- ☐ Strategic Support & Directorate Forward Planning
- ☐ Waste & Recycling
- ☐ Transport
- ☐ Social Needs Transport
- ☐ Heaton Fold
- ☐ Bolton Market
- ☐ Bereavement Services
- ☐ Albert Halls
- ☐ Security & Response
- ☐ Building Cleaning & School Catering
- ☐ Domestic Violence Partnership

# Phil Green

## Assistant Director



### SERVICES

- ☐ **Development Management:** Planning and Building Control, Enforcement and Stadium Safety
- ☐ **Community Housing Services:** Housing Options and Advice (Register, Pinpoint, Advice, Money Skills, Mediation, Care and Repair), Homelessness / A Bed for Every Night, Benjamin Court, Gypsy & Traveller site, specialist support, Empty Homes, landlords and housing standards
- ☐ **Corporate Property Services:** Asset Management and Estates
- ☐ **Economic Development Services:** Town Centres and Major Developments, Employment and Skills (Workshop, Team Bolton Partnership and Adult Education), Economy, Housing, Planning Strategy and Spatial Data, Inward Investment and Business Engagement

**John Kelly**  
**Assistant Director**



**SERVICES**

- ☐ Highways Construction
- ☐ Highway Maintenance
- ☐ Street Lighting
- ☐ Drainage
- ☐ Traffic Management
- ☐ Bridges
- ☐ Parking Services
- ☐ Winter Maintenance

**Kellie Hopkins**  
**Assistant Director**



**SERVICES**

- ☐ Street Cleansing
- ☐ Environmental Education
- ☐ Environmental Enforcement
- ☐ Grounds Maintenance
- ☐ Parks and Open Spaces
- ☐ Environmental Health
- ☐ Trading Standards
- ☐ Licensing
- ☐ Pollution Control
- ☐ Libraries
- ☐ Museums
- ☐ Historic Houses
- ☐ Aquarium facilities
- ☐ Leisure Trust

# John Morrissy Assistant Director



## SERVICES

- ☐ Area Working
- ☐ Neighbourhood Management
- ☐ Community Safety
- ☐ Policy Development
- ☐ Performance Management
- ☐ Corporate Business Planning Process
- ☐ Civil Contingencies
- ☐ Directorate Priorities
- ☐ Public Sector Reform

# Departmental Objectives





# Business Resilience



**Aim:** Develop and deliver the necessary business infrastructure to enable the directorate to be well led, supporting the delivery of quality front-line services.

**Priority Objective:** To deliver effective, sustainable front-line services whilst continually reviewing and responding to internal and external factors.



# Connected Neighbourhoods

## Bolton 2030

Active, Connected and Prosperous

**Aim:** Create attractive well-connected places to live and work by building strong communities, where people feel safe and engaged.

### Priority Objectives:

- To review Directorate led engagement frameworks.
- To enable, develop and deliver connectivity (both transport and digital) across Bolton.



# Sustainable Assets



**Aim:** Protect Bolton's physical assets and environment, providing a safe and connected borough with places to live, work, study, visit and socialise.

## Priority objectives:

- To lead on the development of the necessary strategies, policies and structures which will support the Vision partners to drive sustainable, co-ordinated and effective approaches to their business and the environment in Bolton.
- To lead a prioritised approach to asset management and sustainability across Bolton Council & the Vision partners.



# Growth and Innovation



**Aim:** Unlock the potential to grow the local economy, create stability and prosperity and to maximise opportunities to safeguard our long-term viability.

## Priority objectives:

- To achieve sustainable, inclusive economic growth for the borough and ensuring that Bolton residents and businesses benefit.
- To develop new opportunities for Bolton's cultural offer to support and enhance the economy and local communities.



## Placed Based Services Priorities 2019/21



<b>PB1</b>	Strategic management of operational delivery arrangements for front-line Place-Based services
<b>PB2</b>	GM Waste Disposal Contract negotiation and implementation
<b>PB3</b>	Cultural Strategy development including shaping and support the Marketing Manchester cultural audit / plan.
<b>PB4</b>	Produce a Waste Strategy for Bolton, reflecting the imminent UK Waste Strategy and the Directorate's behaviour change response
<b>PB5</b>	Develop business plans which focus on income generation for Services to Schools, Security and Response, Heaton Fold and Bolton Markets and the Albert Halls

## Neighbourhood and Regulatory Services Priorities 2019/21



<b>NRS1</b>	Strategic management of operational delivery arrangements for Neighbourhood and Regulatory Services front-line services
<b>NRS2</b>	Deliver agreed Leisure Trust Contract Arrangements
<b>NRS3</b>	Develop Bolton's Air Quality Strategy
<b>NRS4</b>	Produce annual, prioritised, funded schemes of activity across the division
<b>NRS5</b>	Develop volunteering / behaviour change / partnership opportunities
<b>NRS6</b>	Ensure the Housing Delivery Plan is operationally delivered

## Economic Development and Regeneration Priorities 2019/21



<b>EDR1</b>	Develop a framework for business and investor engagement in Bolton
<b>EDR2</b>	Produce a Strategic Asset Management Plan
<b>EDR3</b>	Ensure the Town Centre Strategy and other major developments are operationally delivered
<b>EDR4</b>	Define a programme of delivery options for Horwich, Westhoughton and Little Lever Town Centres
<b>EDR5</b>	Develop an overarching Employment Plan for Bolton
<b>EDR6</b>	Strengthen processes to ensure that the social infrastructure necessary for physical regeneration is incorporated in plans.

## Highways, Engineering and Parking Services Priorities 2019/21



<b>HEP1</b>	Strategic management of operational delivery arrangements for front-line highways, engineering and parking services
<b>HEP2</b>	Produce a Local Integrated Transport Plan for Bolton, reflecting GMSF, GM 2040 Transport Strategy, Economic Strategy, Town Centre Strategy and local district/ township plans
<b>HEP3</b>	Income Generation and Grant bids to support Service, Directorate and Corporate unfunded objectives
<b>HEP4</b>	Produce annual, prioritised, funded programmes of activity across the network and maintain a strategy to address asset decline and / or funding opportunities
<b>HEP5</b>	Plan, and implement operational delivery of infrastructure and transport changes to facilitate the GMSF, Economic Strategy, the Town Centres Strategy and other major economic developments.



## Policy, Projects and Community Safety Priorities 2019/21



<b>PPCS1</b>	Programme Management of Directorate and Chief Executive Savings' options, by service review and income review
<b>PPCS2</b>	Review and develop the Directorate's approach to sustainable information and knowledge management
<b>PPCS3</b>	Review Bolton Council's approach to Community Engagement in the light of the new neighbourhoods' model
<b>PPCS4</b>	Delivery of key outputs for Corporate Property Service function to be outsourced and established
<b>PPCS5</b>	Launch a Corporate Community Asset Transfer Policy

# 19/21 Savings Programme



Service	Proposed Option	Proposed Savings
		£'000
PARTNERSHIP WORKING		
Neighbourhood Services	Review of Greenspace assets	67
Highways	Following best practice across the UK, the Council is currently installing crossings at priority sites and seeking a variety of appropriate solutions.	100
MODERNISATION OF THE COUNCIL		
Cross Cutting	A review of external charging across the department.	1,963
Waste	Digitalise Waste Functions	27
Waste	Review staffing, processes and customer contact rationale	250
Cross Cutting	A review of processes and structures focussing on trading services and back office support.	774
Trade Waste	The service will take a more pro-active approach to trade waste and will target more businesses in Bolton & beyond.	75

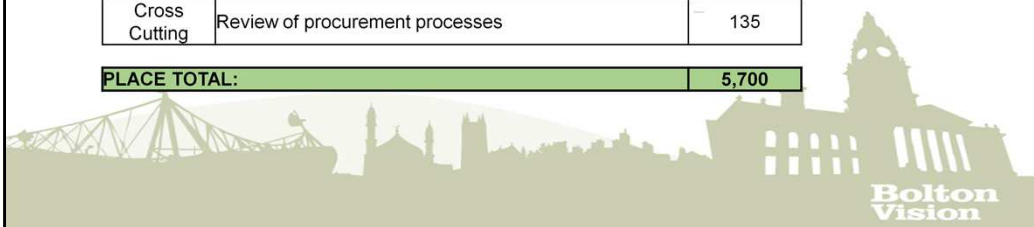


# 19/21 Savings Programme



Service	Proposed Option	Proposed Savings
		£'000
MORE TARGETED PROVISION		
Highways	Reduce the standard of the winter gritting service to match the levels provided by other GM authorities	100
Cross Cutting	More targeted approach for front line services, which will also require a full staffing review.	1,579
Museum, Library and Archives	A review of staffing, specific provision and fees & charges to ensure the Museum, Library and Archive service meets customer needs	430
Leisure	Deliver a new targeted approach which will ensure that customers with greater need have access to facilities in their communities, this will include a renegotiation of the Leisure contract.	100
TRANSFORMING THE WAY WE WORK		
Cross Cutting	Reduce the Climate Change Levy to reflect the Accommodation Rationalisation Programme & the Street Lighting LED Programme.	100
Cross Cutting	Review of procurement processes	135

<b>PLACE TOTAL:</b>	<b>5,700</b>
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# Potential areas for scrutiny **Bolton** 2030

Active, Connected and Prosperous

- Performance of the Albert Halls complex:
  - Service turnaround over past 2 years; financial and operational performance; opportunities for further development; challenges facing the service over the next 12-24 months
- Heaton Fold
  - Service development over past 2 years; financial and operational performance; options for alternative provision; cost / benefit of current service provision vs alternatives
- Building cleaning services
  - Current market for services and competition; impact of living wage (on service, and on social value outcomes)
- Waste and recycling
  - Implications of new national waste strategy; effectiveness of different behaviour change activities, and their financial impact



# Potential areas for scrutiny



- Greenspace Asset conditions
  - especially parks, play areas and sports facilities; balance of future capital liabilities vs ongoing revenue implications
- Bowling greens
  - costs, benefits and impacts on wider communities
- Growing potential impact of Chalara (Ash Dieback disease) on the borough's Ash tree population, and options for addressing
- Leisure contract
  - Performance, costs, benefits and benchmarking
- Town Centre PSPO
  - Impact of pilot, and options for sustainability



# Potential areas for scrutiny **Bolton 2030**

Active, Connected and Prosperous

- Progress on Bolton Town Centre Strategy
- Financial impact of increased regeneration (cost / benefit of existing and further investment)
- Team Bolton – impact on employment and cross-sector benefits
- Potential growth areas / segments
- CPS contract performance



# Potential areas for scrutiny **Bolton** 2030

Active, Connected and Prosperous

- Progress / impact of Neighbourhood Watch re-launch
- Neighbourhood management and area working – engagement with local communities
- Performance reporting – opportunities to improve outcome focus and responsiveness
- Impacts of digital service provision, and options for increasing digital delivery



# Potential areas for scrutiny



- Asset condition, compared to statistical neighbours
- Progress on additional highways investment, and impact on asset condition
- Review of winter gritting
- New Museum Gallery and Exhibition progress to date
- The Council's regulatory service functions





# Potential areas for scrutiny



- The impact of illicit tobacco and alcohol in Bolton
- GMCA Work – Changes to Common Minimum Standards
- Town Centre PSPO – Findings from first 3 months of operation

