



**Rebuilding from Within:**

**Delivering High-Performing In-House  
Council Services**

**Justin Clough – Assistant Director  
Bolton Council**

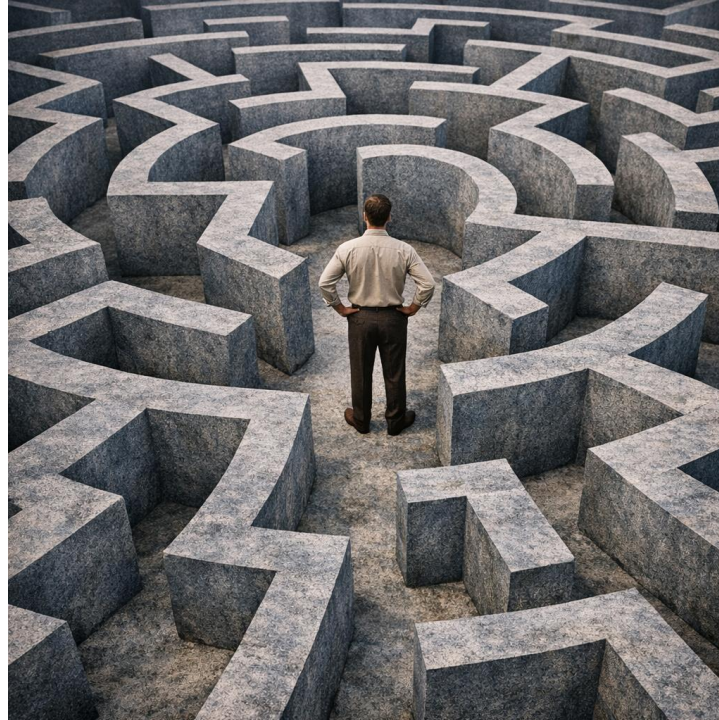
“When the phone rings...  
who owns the answer?”



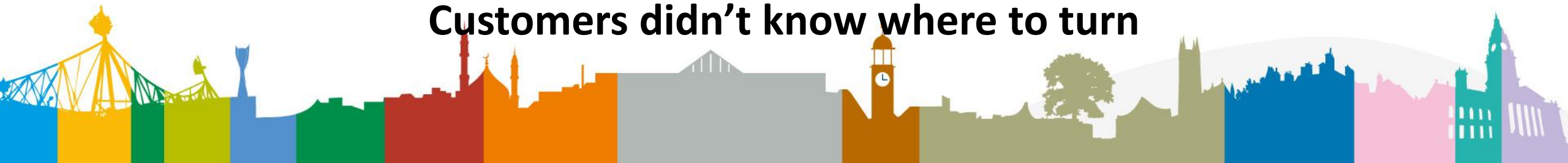
**A question about accountability, not just service  
delivery**



# By 2023, the model wasn't working as clearly as it should



**Accountability wasn't clear. Performance wasn't visible  
Customers didn't know where to turn**



# We stopped and asked ourselves:



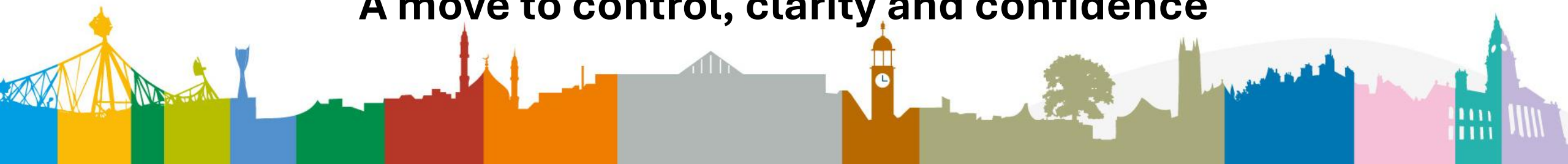
**Do we truly understand the service we rely on  
to enable everything we do?**



# Rebuild from within



**Not ideological. Not a retreat from the market  
A move to control, clarity and confidence**



# Structure alone wouldn't deliver success



**We needed to rebuild:  
Capability – Confidence - Culture**



# A Strategic Asset Management Service



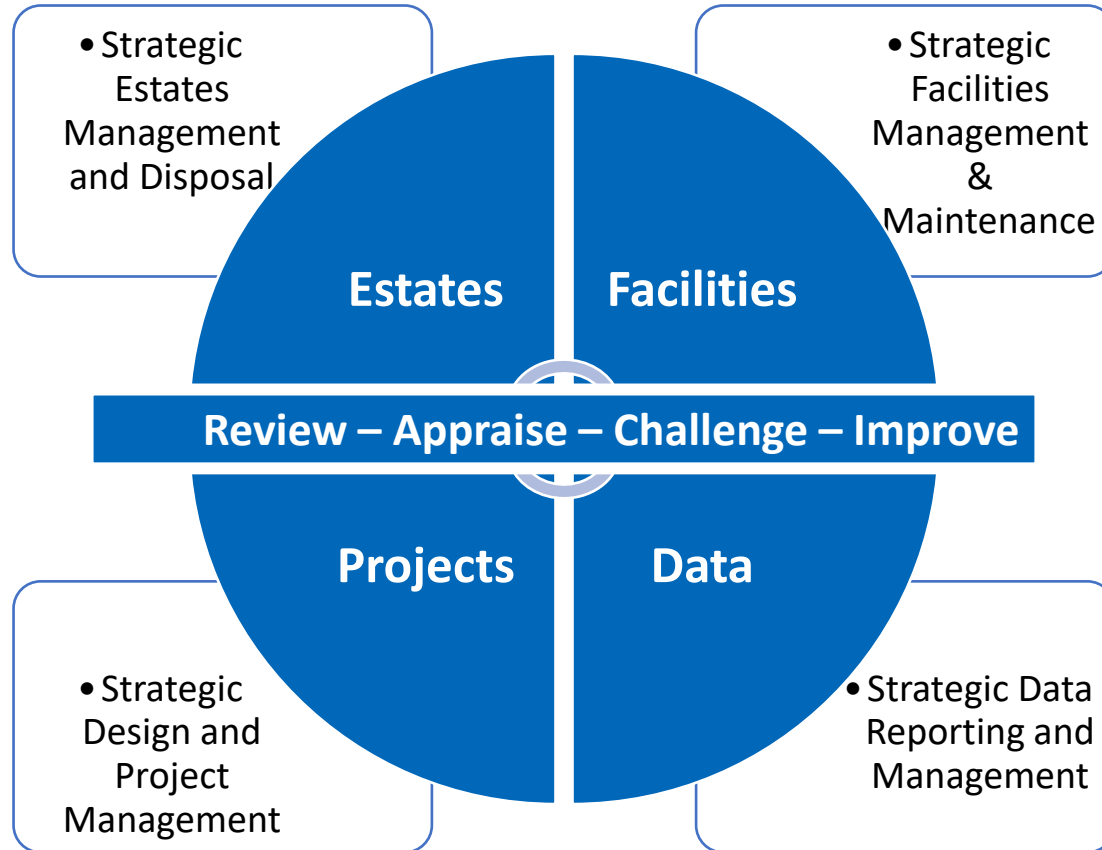
Alignment with Council's objectives



Improved customer service



Data led decision making



Creating value and supporting growth



Enabling social and economic initiative



Enhanced partnering with Public Services



# From anecdote... to evidence



**“For the first time, we could see performance across the whole estate—in real time.”**



# Leadership and culture made the difference



**Integration of teams**

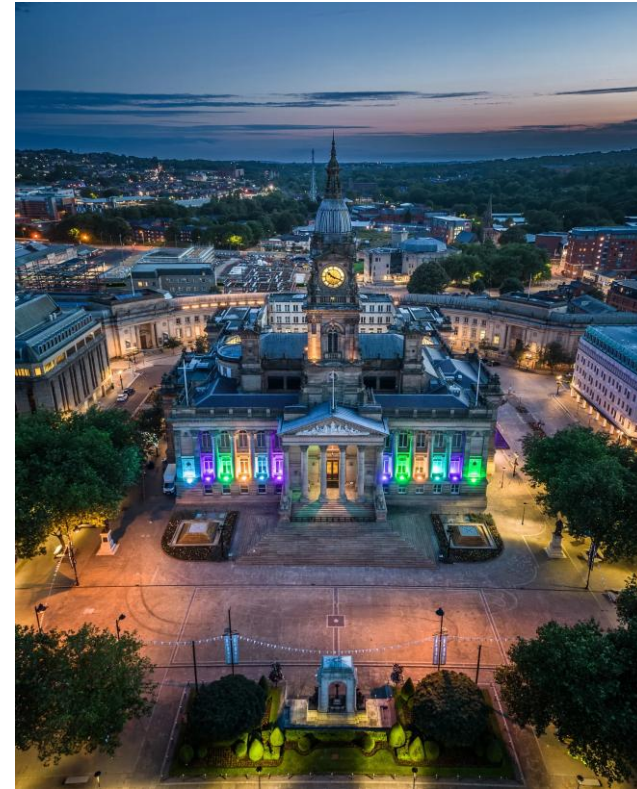
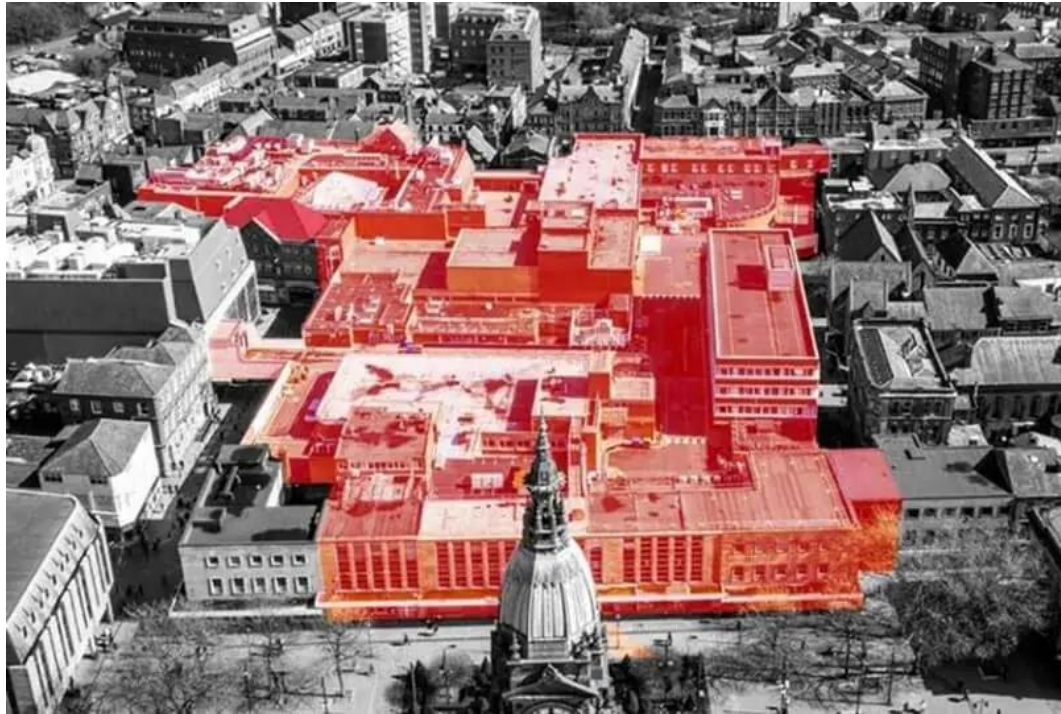
**Clear expectations - Shared purpose**



# Corporate Property - Putting the Customer First



# From service provider... to strategic enabler



**Supporting:**

**Regeneration - Net Zero - Organisational change**



So... when the phone rings, who  
owns the answer?

*Rebuilding from within isn't just about bringing services  
back.*

*It's about bringing accountability, confidence and  
purpose back with them.*

**Accountability is clear  
Responsibility sits where it belongs  
Confidence has been restored**



# Lessons from rebuilding within



**In-housing is a commitment. People deliver performance, not structure. What you can't see, you can't manage. Culture drives confidence. Customers should help shape services.**

