

Corporate Performance Dashboard

Quarter 3 - Update

**Bolton
2030**
Active, Connected & Prosperous

**Bolton
Council**

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1. Introduction and Context –the building blocks

Introduction

Welcome to the Council's Performance Dashboard for Quarter 3 (2019/20). This dashboard is part of our corporate business planning process which includes our corporate plan.

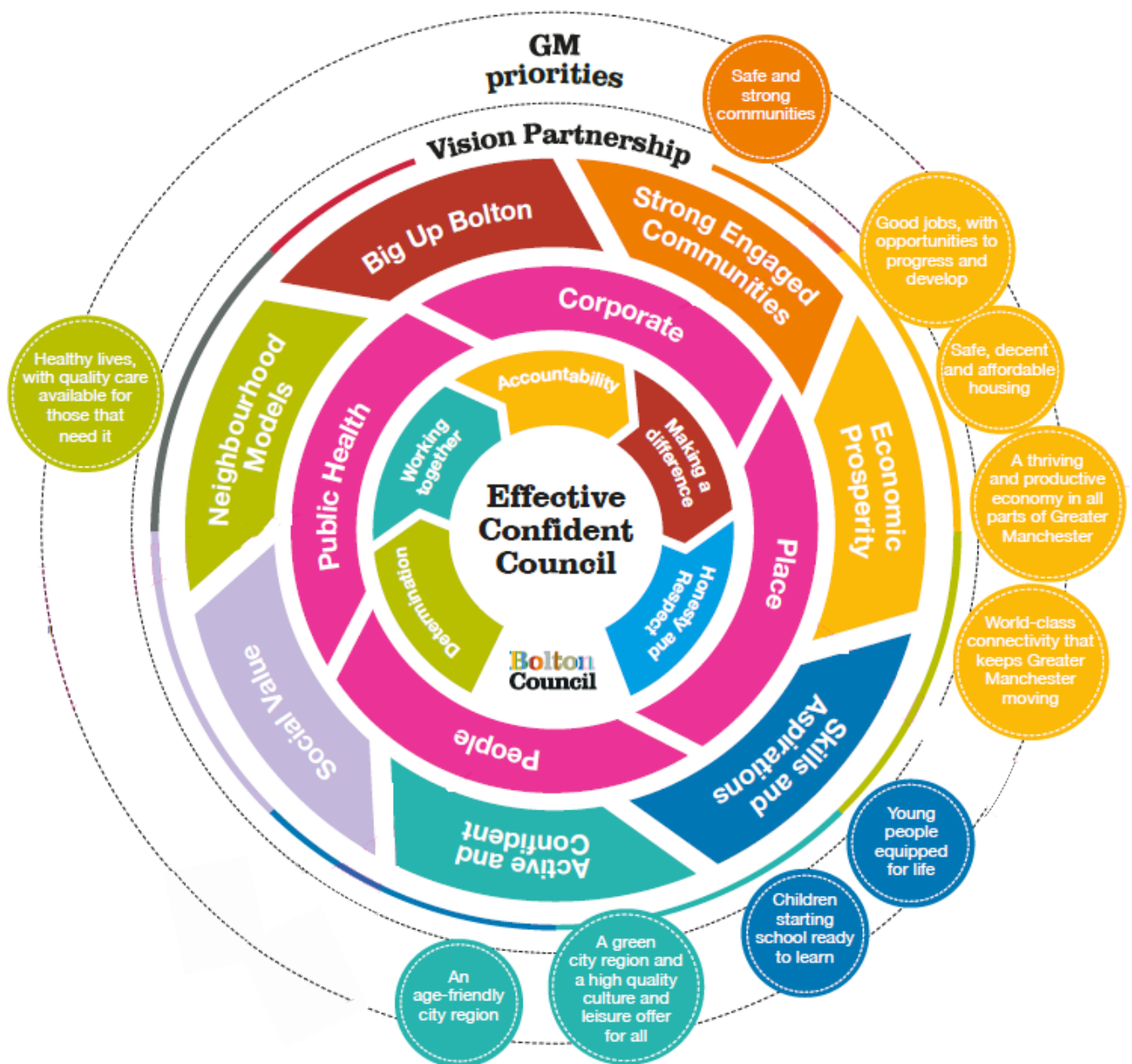
In 2018, with the introduction of new leadership at both the member and officer level there was recognition for the need to re-energise our corporate business planning process. This view was further cemented by our peers as a clear outcome of our LGA Peer Review that was undertaken in June 2018 who indicated that a regular corporate monitoring performance report should be reinstated to support and inform strong decision making.

Alongside the changes within the Council, our work with our local partners in the Vision Partnership has also undergone change which will help us progress the Bolton 2030 agenda.

This was done whilst also recognising that we're at a pivotal point locally in the development of the Greater Manchester devolution agenda. As a result, our priorities have been clearly aligned to the GM Strategy, recognising there are inevitably some differences in terms of local priorities and opportunities which we will need to balance.

The Bolton Council Performance Framework ensures that the Council's visions and priorities highlighted in Bolton2030 are translated in to clear plans and measurable outcomes to be delivered by the directorates within the organisation.

The performance framework will set out expectations at a Vision level, right through to individual services, ensuring it reports on key performance indicators (KPIs) within each strand as shown below.



A cross-directorate project group is responsible for the maintenance of this performance management framework, with the aim to create a holistic approach to performance reporting. The team recognise that this is an evolving process to ensure informed decision making. The group has developed a set of KPI's for the four directorates within the organisation which will feed in to the corporate dashboard. This will further evolve into a piece which reflects the Council's requirement with regards to intelligence led decision making processes.

The Corporate Performance Dashboard has been set out to report quarterly and annually on a range of headline and supporting indicators to help us and our stakeholders determine how we are performing as an organisation and whether we are delivering on the council's priorities but also reflective of GMCA priorities.

Developing the dashboard

The Corporate Performance Dashboard is split via the four directorates; Place, People Services, Public Health and Chief Executive's. Within each directorate sits several indicators which have been reviewed and agreed by the directorate's chief officers. Performance against these indicators will best reflect the direction of travel in line with the directorate priorities, Bolton 2030 and Greater Manchester Strategy.

Indicators

- Bolton2030 Vision Outcomes
- Directorate priority
- Link to Greater Manchester strategy priorities where applicable
- Provides meaningful intelligence to inform strategy, decisions and delivery
- Data readily available, for example some KPI's may be reported quarterly whilst others may be reported annually
- Understandable and meaningful
- To enable comparison and benchmarking

The number of indicators for each directorate are as follows:

Chief Executives: 6 indicators	People and Public Health: 12 indicators	Public Health 4 indicators	Place: 9 indicators
Complaints	Delayed Transfers of care attributable to Adult Social Care per 100,000 population	Premature CVD mortality	Employment Rate
Request for Information / Subject Access Requests	Long-term support needs met by admission to residential and nursing care homes	Life Expectancy (Male)	Business Growth Rate / New Business Start Ups
Corporate Income	% YP academic age 16 and 17 NEET	Life Expectancy (Female)	Level 4 Qualifications
Council Tax /Business Rates	Proportion of Section 42 Enquiries where the Risk is either reduced or removed	Physically active adults	Level 2 Qualifications / Adult and Community Learning
Corporate Savings Programme	Good level of development at Early Years Foundation Stage (EYFS)		Net Additional Dwellings / Band D and above Properties
Staff sickness	Rate (per 10,000) subject to a Child Protection Plan		Visitor Economy / Tourism Jobs
	Rate (per 10,000) of Looked After Children		Recycling Rate / Household Waste
	% of all pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2 (KS2)		Killed & Seriously Injured
	Average Attainment 8 score per pupil		Victim Based Crime

	Average Progress 8 score per pupil		
	Percentage of Primary Schools Good or Better		
	Percentage of Secondary Schools Good or Better		

Baselines

The baselines for each indicator have been worked up differently depending on what the indicator is. For example, some baselines draw in previous years to measure against, whilst others don't have a baseline given the nature of what they are reporting on. For some indicators, the previous quarter will be as an indicator where applicable.

Targets

Targets have been set for the majority of indicators, these targets will be measured against each quarter and will determine the direction of travel and RAG rating for each indicator. The targets have been set based on previous performances as well as expected outturns.

Review

The cross-directorate project team will collate and review the detail to ensure it's in a reasonable state for Scrutiny via CLT, DLT and key stakeholders each quarter.

This will be part of an exercise to ensure an open data medium is put in place for the Council going forward.

Development in GM and the Bolton Vision partnership will be reformed and reflected in this exercise also.

Meanings

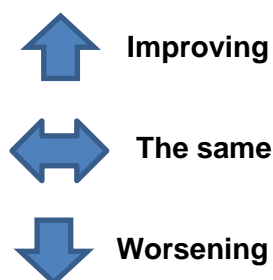
To determine how we are performing against our key performance indicators a graphical representation has been used.

The direction of travel determines how the indicator is performing against the baseline set. For example, if the number of complaints we received was seen to be reducing, this would be considered improving and would receive an upwards arrow.

The RAG rating is used to determine whether we are on target or not for improving on the KPI. For example, if the target for residents with level 4 qualifications or higher was 25% and we report we currently have 30% of residents with a level 4 qualification or higher, this would be deemed green as it is above target.

Direction of Travel

RAG Rating



G	On or above target
A	Below target
R	Off target

Good is...	Explanation / Example
Higher	Explanation - An increase against the measure Example – Life expectancy, for this particular indicator good would be considered a higher life expectancy age
Lower	Explanation - A decrease against the measure Example – Staff sickness, lower staff sickness would be considered good
Achieved	Explanation - The indicator has been reached, this is usually for indicators that are task focused Example – Savings, if we need to make savings within a certain time period, if these savings are made within the timescales then this would be considered achieved


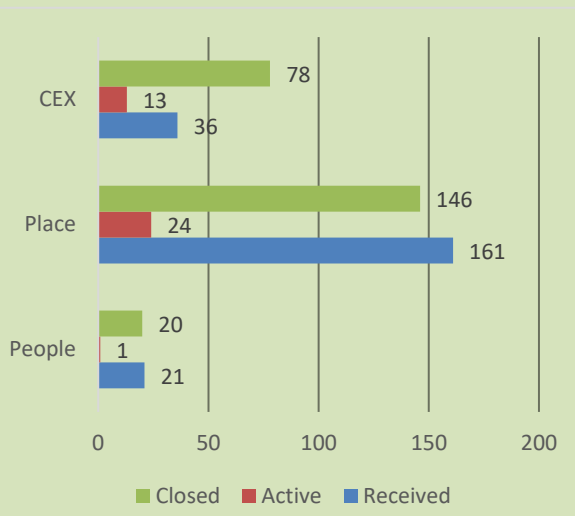
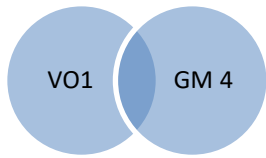
2. Chief Executive's Directorate



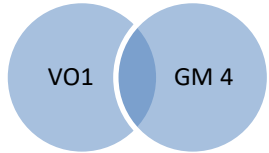
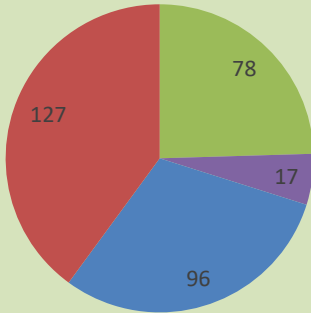
The Chief Executive's directorate has been referenced first as it has a unique role of measuring the health of the organisation as well as the performance of the directorate. The Chief Executive's also acts as an enabler for other parts of the organisation.


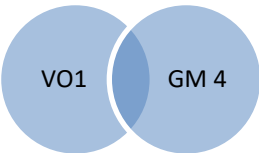
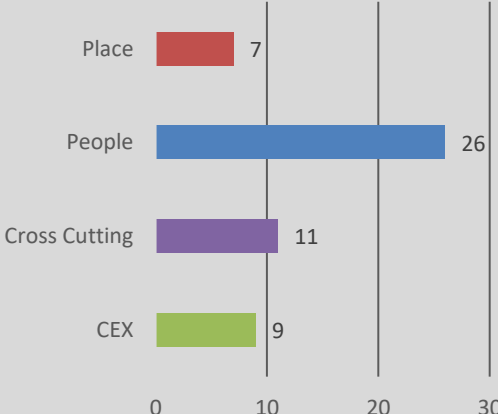
2.1 Summary of Headline Indicators

- The data included is for Quarter 3, 2019/20
- For those that are updated quarterly, a RAG rating has been added to the indicator

Headline Indicator	Frequency and Status	Good is...	DOT	RAG
Complaints	Quarterly	Lower	↑	G
FOI's and SAR's	Quarterly	Lower	↑	G
Income / Budget	Annual with quarterly commentary	Higher	↑	G
Council Tax / Business Rates	Annual with quarterly commentary	Higher	↔	A
Savings	Annual with quarterly commentary	Achieved	↑	G
Staff sickness	Quarterly	Lower	↓	A

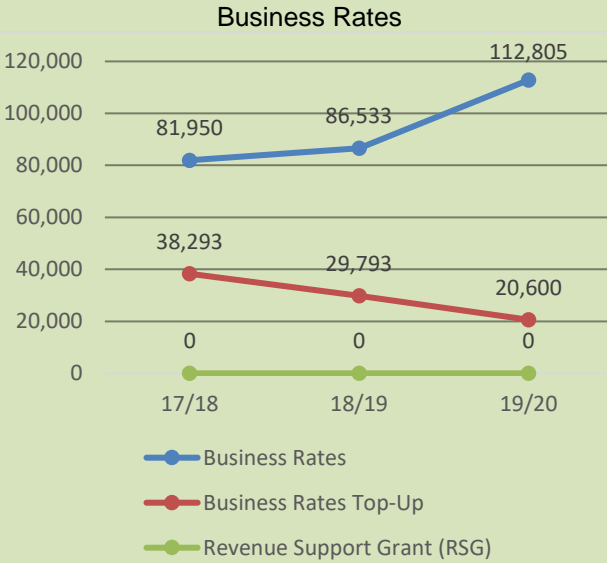
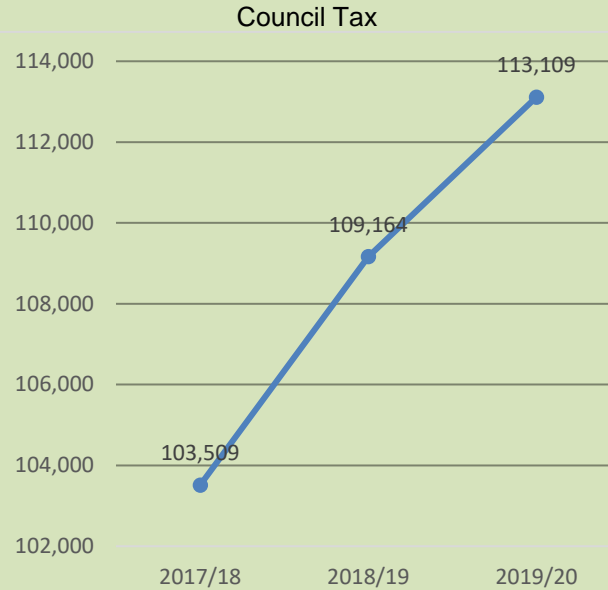
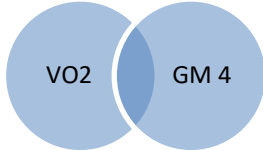
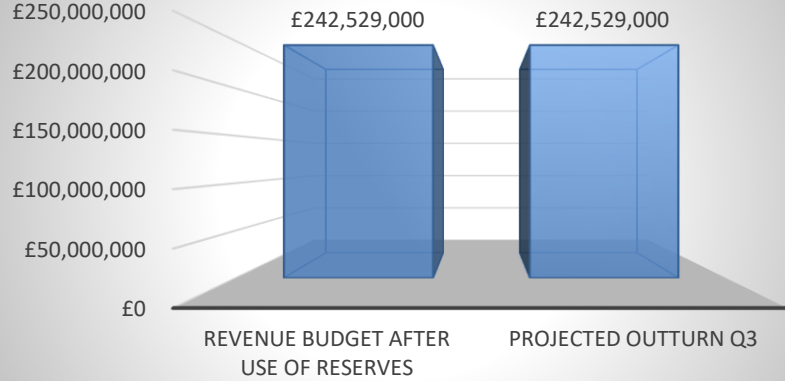
Vision Outcome: Strong and Distinctive			GM Priority: A thriving and productive economy in all part of Greater Manchester		
Headline Indicator: Stage 1 Complaints			Table 1		
In Quarter 3 2019/20 ¹ There were 218 Total stage 1 complaints received ¹ a 21 percent decrease (276) since Q2 19/20 a 19.8 percent decrease (272) since Q4 18/19 (baseline) Table 1 details the complaints via each directorate and those that were received, closed and active in this period	Good is: Lower				In Quarter 3, 2019/20 ¹ There were 185 Stage 1 complaints were responded to 225 Stage 1 complaints closed 38 Stage 1 complaints remain active ² 8.06 average no. of days for a Stage 1 response (20 working days is the legal deadline)
	Baseline: Q4 18/19				
	Target: 272 Stage 1 complaints				
					
Supporting Indicator: Stage 2 & Local Government and Social Care Ombudsman complaints					
In Quarter 3 2019/20 ¹ There were 19 Total Stage 2 complaints Compared to (16) from the previous quarter (Q2 19/20) There were 0 Local Government and Social Care Ombudsman open complaints Remaining the same (0) as the previous quarter (Q2 18/19)			Commentary The complaints policy has now been signed off at Cabinet and agreed and published from December 2019. Team briefing for managers has been undertaken and a new intranet page created which displays provides those with appropriate permissions access to the live dashboard to monitor complaints. The accompanying guidance for action officers has also been published. Tailored training sessions are also being undertaken for Council officers, including the Executive Support Team. The impact from the introduction of the complaints policy and process can be seen almost immediately as the amount of active complaints in the previous quarter (92) has reduced significantly to 38, due to officers now addressing these complaints. Focus will now be turned to ensuring stage 1 complaints are addressing earlier, not allowing them to make it to a stage 2 complaint.		
<div><div>¹ Including complaints from within the People directorate that fell with statutory definition</div><div>² Active refers to those that remain open, including those that havent been closed in previous quarters</div></div>					

Vision Outcome: Strong and Distinctive		GM Priority: A thriving and productive economy in all parts of Greater Manchester		
Headline Indicator: FOI requests				
In Quarter 3 2019/20 There were 318 FOI requests <i>compared to 374 the previous quarter (Q2 19/20)</i> 96.5% FOIs were answered on time, an increase of 10.8% since the previous quarter (85.8%) 214 FOIs should have been answered on time	Good is: Higher			
	Baseline: Q4 18/19			
	Target: 91% FOIs answered on time			
	Link between Vision Outcomes and GM Priorities 			
		 <div>CEX Cross Cutting People Place</div> <p>The table above details the FOI's via each directorate.</p>		
		The time to respond to an FOI is 20 working days unless an extension is requested 16.8 working days was the average time for a FOI response within the Q3 19/20 ¹ 1 working day was the quickest response time for an FOI 8 working days after the legal deadline was the slowest response time to an FOI		

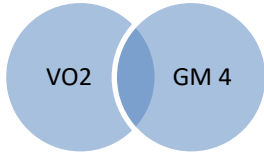
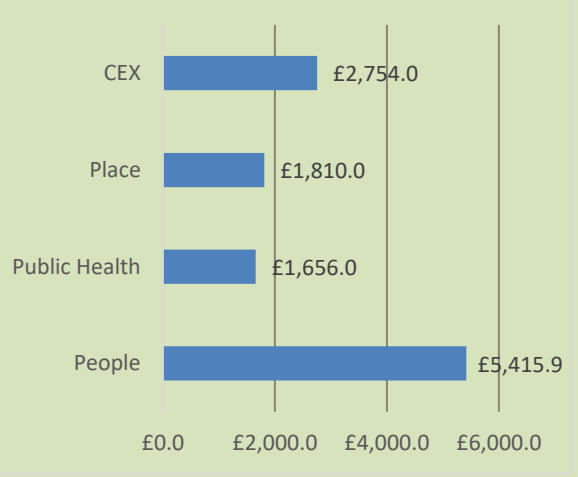
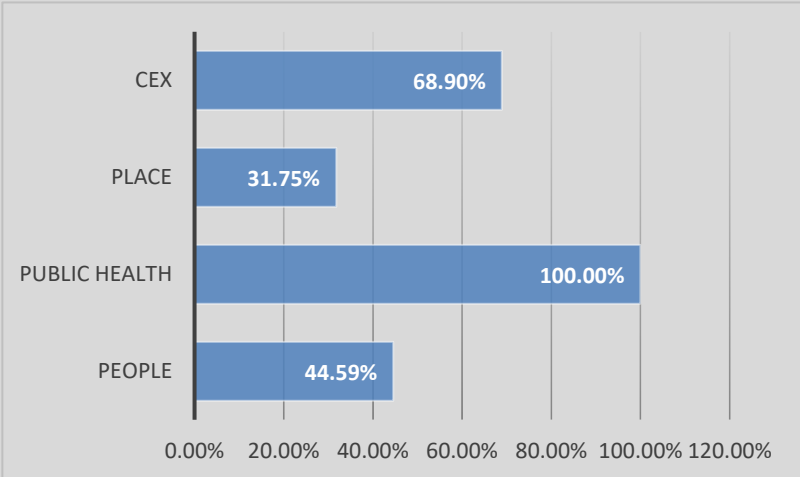
Supporting Indicator: Subject Access Requests (SAR)				
<p>In Quarter 3, 2019/20² There were</p> <p>53 SAR requests an increase of 20.4% since the previous quarter (44)</p> <p>83.3% SAR requests were answered on time compared to 69.2% for the previous quarter</p>	Good is: Higher		G	<p>The percentile results have improved for both Subject Access and Freedom of Information Requests and are better than the ICO minimum standard requirement. Much of this is due to a change in case management by applying extensions where appropriate.</p>
	Baseline: Q2 19/20			
	Target: 69.2% answered on time			<p>New workflows have been designed and are currently being implemented, this should also assist process and report management.</p>
	<p>Link between Vision Outcomes and GM Priorities</p> 			
 <p>The table above shows the number of SARs via each directorate</p>				

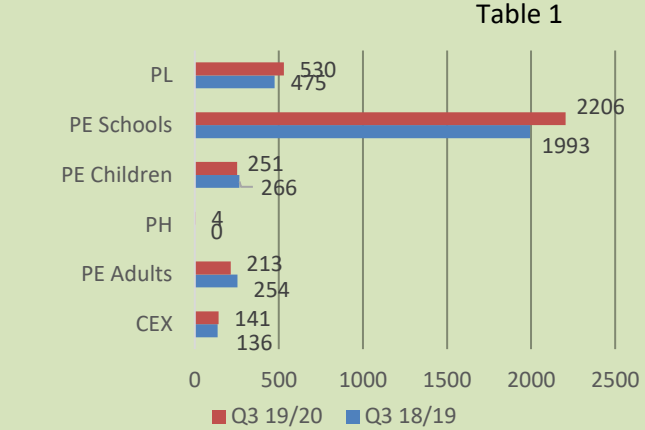
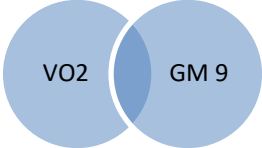
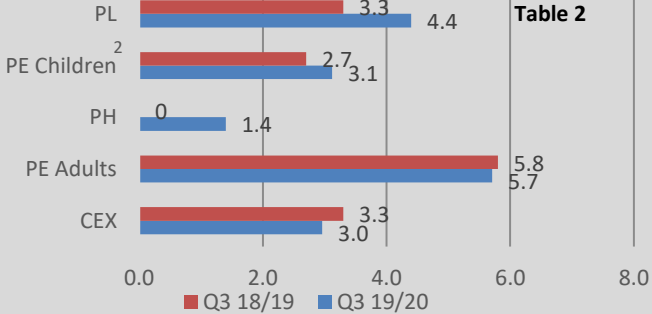
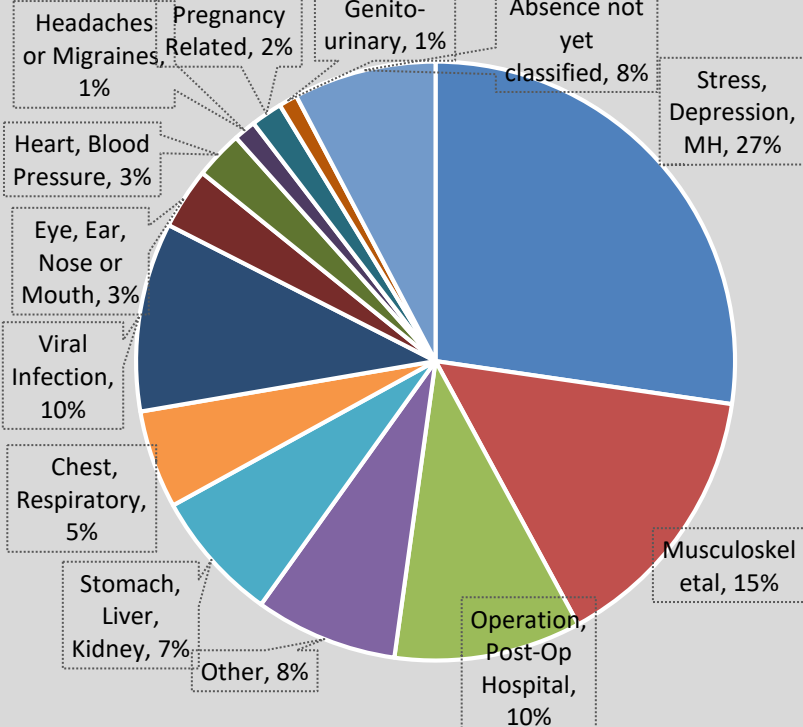
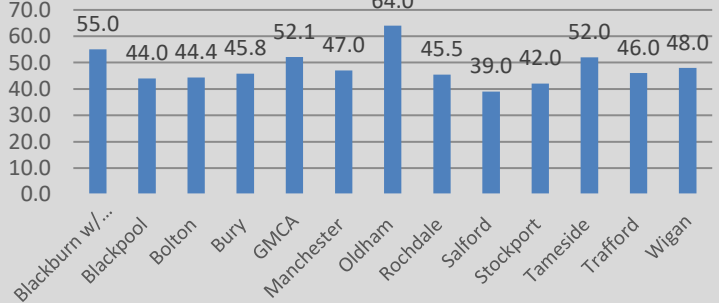
¹ This is only for FOIs answered within this quarter – it may be some of the FOI's are answered in the next quarter

² For those that had been answered in Q3 19/20 only, some legal deadlines may move in to the next quarter

Vision Outcome: Strong and Distinctive				GM Priority: A thriving and productive economy in all parts of Greater Manchester																											
Headline Indicator: Corporate Income																															
For 19/20 The projected corporate income is (£'000's): £225,914 Council Tax: £113,109 Business Rates: £112,805 a 0.1% increase from 18/19 (£259,000)	Good is: Higher	↑	G	<div>Business Rates</div>  <table><thead><tr><th>Year</th><th>Business Rates</th><th>Business Rates Top-Up</th><th>Revenue Support Grant (RSG)</th></tr></thead><tbody><tr><td>17/18</td><td>81,950</td><td>38,293</td><td>0</td></tr><tr><td>18/19</td><td>86,533</td><td>29,793</td><td>0</td></tr><tr><td>19/20</td><td>112,805</td><td>20,600</td><td>0</td></tr></tbody></table>		Year	Business Rates	Business Rates Top-Up	Revenue Support Grant (RSG)	17/18	81,950	38,293	0	18/19	86,533	29,793	0	19/20	112,805	20,600	0	<div>Council Tax</div>  <table><thead><tr><th>Year</th><th>Council Tax</th></tr></thead><tbody><tr><td>2017/18</td><td>103,509</td></tr><tr><td>2018/19</td><td>109,164</td></tr><tr><td>2019/20</td><td>113,109</td></tr></tbody></table>		Year	Council Tax	2017/18	103,509	2018/19	109,164	2019/20	113,109
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Link between Vision Outcomes and GM Priorities 																															
Supporting Indicator: Budget				Commentary																											
The Council's Revenue Budget 2019/20 is £242,529,000 after use of reserves The Projected Outturn at Quarter 3 is £242,529,000 ¹				The relatively small rise in corporate income can be attributed to the £8m reduction in business rates top up grant for 19/20. This offset any increase made from council tax. Under the 100% business rates pilot scheme our RSG is £0. Under the pilot we keep 99% of our business rates as opposed to 49% previously, in lieu of this all Greater Manchester authorities have surrendered their RSG grants. Council Tax - The council tax per dwelling is normally increased from the previous year by a percentage agreed at full council ("the council tax increase"). The new council tax per household is then multiplied by the tax base to give an overall total for the amount of council tax which will be collected. Business rates – each business property in the borough is assigned a rateable value by the Valuation Office Agency. Central government set each year the rate to be collected from businesses. This rate is multiplied by a business's rateable value to determine the amount collected. Prior to 2017/18 the council passed 50% over to central government who re-distributed it. Since 2017/18 certain councils including Bolton have been allowed to keep all the business rates they collect (except for 1% which goes to the Fire Service) in exchange for additional services such as Public Health. Both RSG and Public Health grant (People) rolled into the 100% Pilot.																											
 <table><thead><tr><th>Category</th><th>Amount (£)</th></tr></thead><tbody><tr><td>REVENUE BUDGET AFTER USE OF RESERVES</td><td>£242,529,000</td></tr><tr><td>PROJECTED OUTTURN Q3</td><td>£242,529,000</td></tr></tbody></table>				Category	Amount (£)	REVENUE BUDGET AFTER USE OF RESERVES	£242,529,000	PROJECTED OUTTURN Q3	£242,529,000																						
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Vision Outcome: Strong and Distinctive			GM Priority: A thriving and productive economy in all parts of Greater Manchester		
Headline Indicator: Council tax collection For Q3 19/20 of the £136.83m council tax payable for 19/20 we have collected £110.72m Accounting for 80.92% of total income compared to 81.01% for the same quarter in the previous year Table 1 details the collection for council tax year on year for Q3			Table 1 		We are still seeing people changing from paying over 10 months to 12, to spread the cost over the whole of the year. At the end of December, we have 28,904 charge payers paying over 12 monthly compared to 26,206 at the end of December 18.
Supporting Indicator: Business rates collection For Q3 18/19 At the end of Q3, we have collected £72.51m (79.04%) of £91.83m business rates payable for 19/20 The table below shows the year on year collection rate percentage for Q3 			Accounts Receivable Collection at 31st December 2019 At the end of December 19, the balance payable was £190.m (£13.94m for previous years and £173.1m raised since 1 st April 19) and we had collected £173.2m (91.14%) of this. 		
Link between Vision Outcomes and GM Priorities 			This accounts for 79.04% of the total charged and compares to 77.85% at the end of December last year. An increase of 1.19% on last year. This increase in collection is mainly because we've already received most of the payments for the whole year for Council owned properties.		

Vision Outcome: Strong and Distinctive		GM Priority: A thriving and productive economy in all parts of Greater Manchester																			
Headline Indicator: Corporate Savings Programme			Table 1 (£'000)		Supporting Indicator: Remaining savings For 19/21																
For 19/21 There were £11,635,900 Savings achieved as of Quarter 3 ¹ Accounting for 50% of total savings to be made (£23,500,000) Table 1 details the total savings achieved for each directorate (19/21) so far.	Good is: Achieved		↑	G	There are £10,892,000 remaining savings to be made for 19-21 <table><tr><th>Directorate</th><th>Still to be delivered (£'000s)</th><th>In consultation (£'000s)</th></tr><tr><td>People</td><td>£6,481</td><td>250</td></tr><tr><td>Public Health</td><td>£0</td><td>0</td></tr><tr><td>Place</td><td>£3,189</td><td>701</td></tr><tr><td>CEX</td><td>£1,222</td><td>21</td></tr></table>		Directorate	Still to be delivered (£'000s)	In consultation (£'000s)	People	£6,481	250	Public Health	£0	0	Place	£3,189	701	CEX	£1,222	21
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Baseline: 19/20																					
Target: £10,892,000 remaining savings																					
Link between Vision Outcomes and GM Priorities 																					
																					
Table 2 shows the percentage of savings made within each directorate for Q3																					
Table 2 			Commentary Overall, at the end of Quarter 3, half of the programme has been delivered. A number of key reviews started consultation in the quarter and are due to be completed in Quarter 4.																		

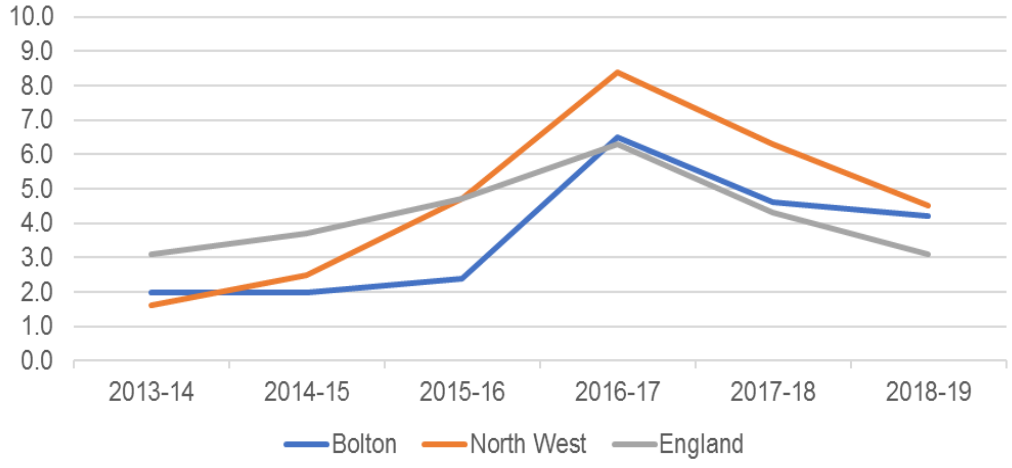
Vision Outcome: Strong and Distinctive		GM Priority: Healthy lives, with good care for those that need it	
Headline Indicator: Staff sickness		Table 1 details the absences via each directorate compared to the previous year	Supporting Indicator: Days lost per FTE
In Quarter 3 2019/20¹ There were 3345 Staff absences due to sickness a 6.6 percent increase (3124) since Q3 18/19 a 44% percent increase (1842) from the previous quarter (Q2 19/20).	Good is: Lower	Table 1 	
	Baseline: Q3 18/19		
	Target: 3124 (Q3 18/19)		
	 Link between Vision Outcomes and GM Priorities		
Table 2 shows average working days lost per FTE Q3 18/19 and Q3 19/20 Table 3 shows 100% attendance for 18/19		Table 4 shows categories of sickness absence for Q3 19/20 (%)	
			
		<p>The two main reasons for sickness across the Council remains as stress / depression / mental health & musculoskeletal; these 2 categories account for 42% of all sickness days lost.</p> <p>There has also been an increase in Viral Infection, this is usually a result of seasonal sickness which sees a spike in this quarter, and similar to last year, shows an increase in this category.</p> <p>Managers are provided with regular HR Management Information to assist them understand any absence issues and enable early intervention where absence may or has become an issue.</p> <p>In addition, the Council continues to provide a range of on-going proactive and preventative measures and support is provided to all employees including flu vaccinations, access to a confidential employee assistance programme and support via HML our Occupational Health Provider.</p>	
¹ Whole council figures including schools		² Childrens services & Schools non-teaching	


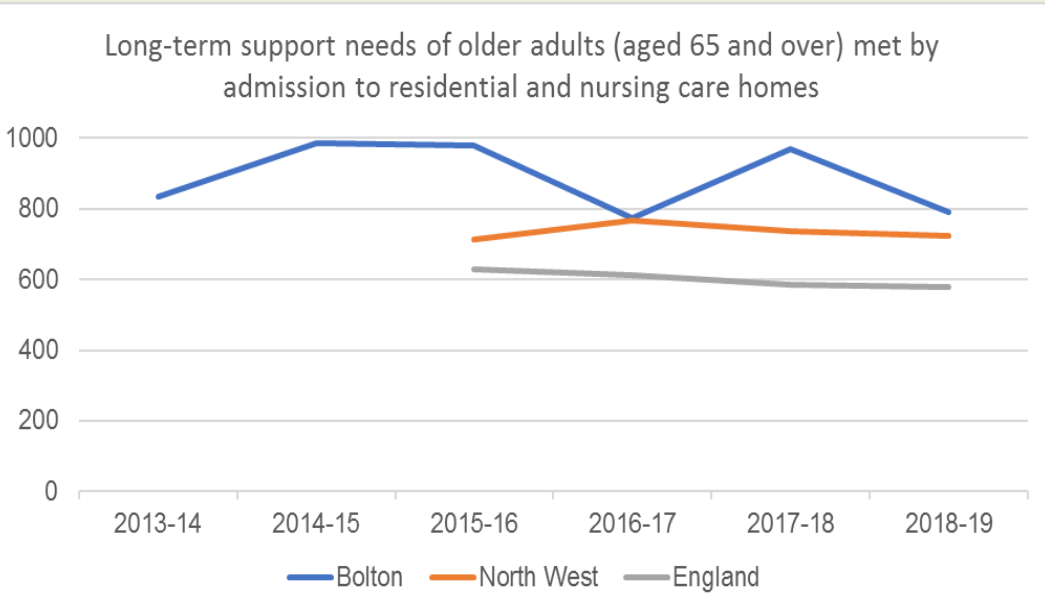
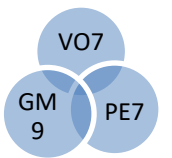
3. People Services

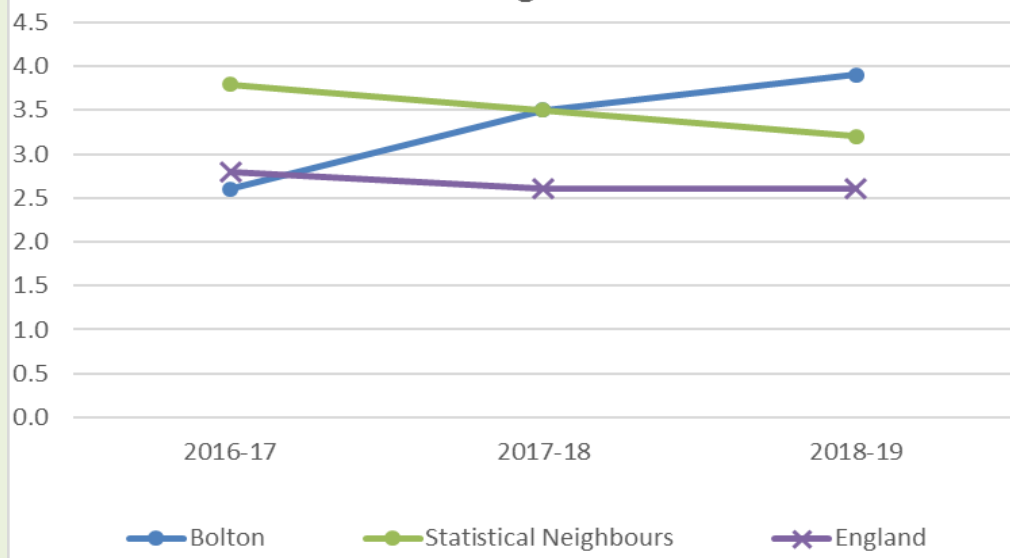
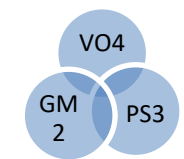
3.1 Summary of Headline Indicators


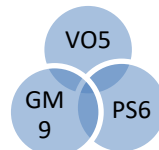
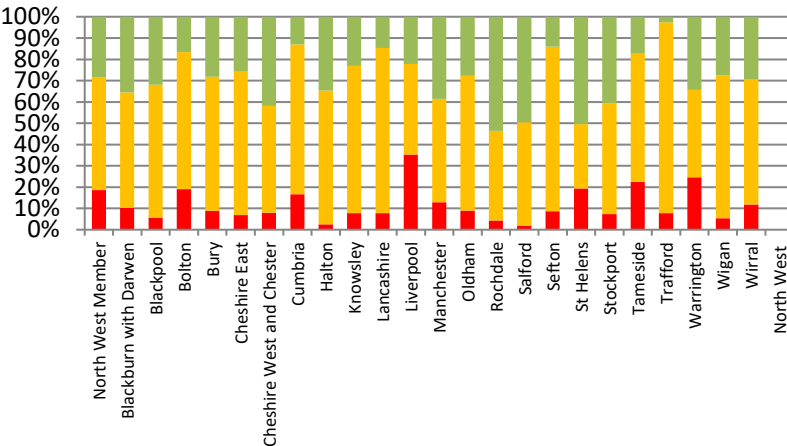
- The data included is for Quarter 3, 2019/20, as not all data is updated quarterly, commentary has been added to each indicator where appropriate.
- For those that have been updated quarterly, a RAG has been added.

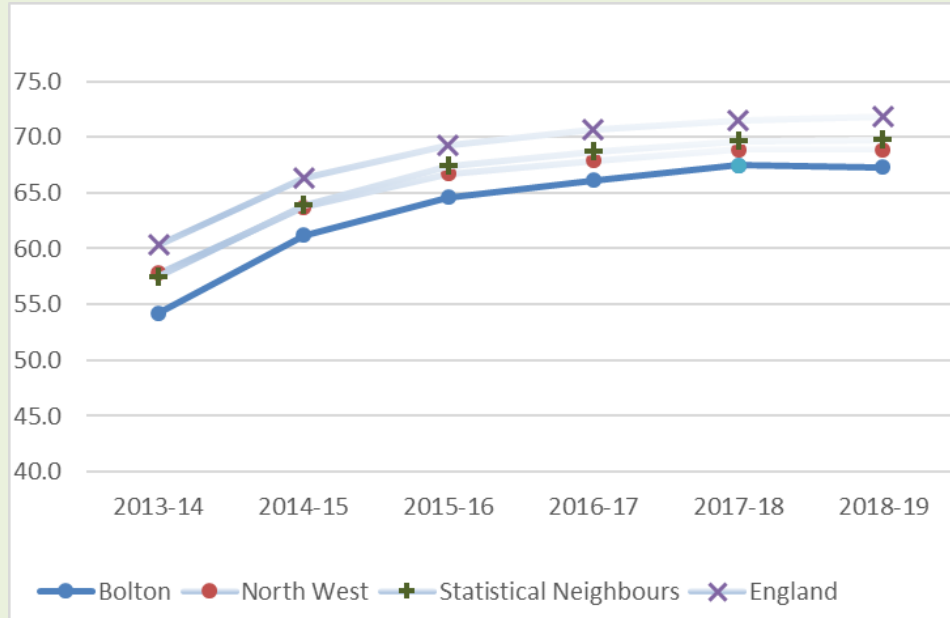


Headline Indicator	Frequency and Status	Good is...	DOT	RAG
Delayed Transfers of care attributable to Adult Social Care per 100,000 population	Annually	Lower	↑	Annual – Commentary added
Long-term support needs met by admission to residential and nursing care homes	Annually	Lower	↑	Annual – Commentary added
% YP academic age 16 and 17 NEET	Annually	Lower	↓	Annual – Commentary added
Proportion of Section 42 Enquiries where the Risk is either reduced or removed	Annually	Higher	↔	Annual – Commentary added
Good level of development at Early Years Foundation Stage (EYFS)	Annually	Higher	↔	Annual – Commentary added
Rate (per 10,000) subject to a Child Protection Plan	Annually	N/A	↓	R
Rate (per 10,000) of Looked After Children	Annually	Lower	↔	A
% of all pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2 (KS2)	Annually	Higher	↔	G
Average Attainment 8 score per pupil	Annually	Higher	↔	Annual – Commentary added
Average Progress 8 score per pupil	Annually	Higher	↓	Annual – Commentary added
Percentage of Primary Schools Good or Better	Annually	Higher	↔	G
Percentage of Secondary Schools Good or Better	Annually	Higher	↔	A

Vision Outcome: Ageing Well		GM Priority: Healthy lives with good care available for those that need it		People Priority: People can exercise choice and control and live independently																													
Headline Indicator: Delayed Transfers of care attributable to Adult Social Care per 100,000 population																																	
<p>This indicator measures the average number of delayed transfers of care (for those aged 18 and over) that are attributable to social care, per 100,000 population.</p> <p>A delayed transfer of care occurs when a patient who has been assessed as ready and safe for transfer or discharge from a hospital bed but they are still occupying such a bed.</p> <p>Bolton’s latest published performance on this indicator is 4.2% and is showing improvement compared to the previous year.</p> <p>In 2018/19, Bolton’s performance was:</p> <ul style="list-style-type: none">1.1 percentage points higher than the national average (3.1)0.3 percentage points lower than the North West average (4.5)Ranked 121st in England out of 152 authorities <p><i>Good is lower for this measure</i></p>		Good is: Lower		<div><div></div><div>A</div></div>																													
		Baseline: 4.6 (2017/18)																															
		Target: 4.0																															
		<p>Link between Vision Outcomes, People Priorities and GM Priorities</p> <div><div>VO6</div><div>GM 9</div><div>PE6</div></div>																															
<div><p>Delayed Transfers of care attributable to Adult Social Care per 100,000 population</p><table><caption>Delayed Transfers of care attributable to Adult Social Care per 100,000 population</caption><thead><tr><th>Year</th><th>Bolton</th><th>North West</th><th>England</th></tr></thead><tbody><tr><td>2013-14</td><td>2.0</td><td>1.8</td><td>3.2</td></tr><tr><td>2014-15</td><td>2.0</td><td>2.5</td><td>3.5</td></tr><tr><td>2015-16</td><td>2.5</td><td>4.5</td><td>4.5</td></tr><tr><td>2016-17</td><td>6.5</td><td>8.5</td><td>6.5</td></tr><tr><td>2017-18</td><td>4.5</td><td>6.0</td><td>4.5</td></tr><tr><td>2018-19</td><td>4.2</td><td>4.5</td><td>3.1</td></tr></tbody></table></div>						Year	Bolton	North West	England	2013-14	2.0	1.8	3.2	2014-15	2.0	2.5	3.5	2015-16	2.5	4.5	4.5	2016-17	6.5	8.5	6.5	2017-18	4.5	6.0	4.5	2018-19	4.2	4.5	3.1
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<p>Bolton's performance has remained better than the North West average on Delayed Transfers of Social Care. Latest published data for 2018/19 showed further improvements in performance on this measure throughout the country following several years where delays were increasing. This improvement was also achieved on delayed transfers overall and improvement actions are system-wide.</p> <p>The Bolton locality is working collaboratively to help to reduce pressure on the hospital and improve timely discharges to reduce length of stay. The Integrated Discharge Team is a single team with joint management arrangements and working to an agreed list of patients where daily actions are progressed to facilitate timely discharge. The discharge to assess process has been established across the system, with the pathway for people for being discharged home fully implemented.</p>																																	
Notes																																	
<p>¹Latest published data: Measures from the Adult Social Care Outcomes Framework, England 2018/19</p> <p>Source: NHS England/ONS</p> <p>Frequency: Annual</p>																																	

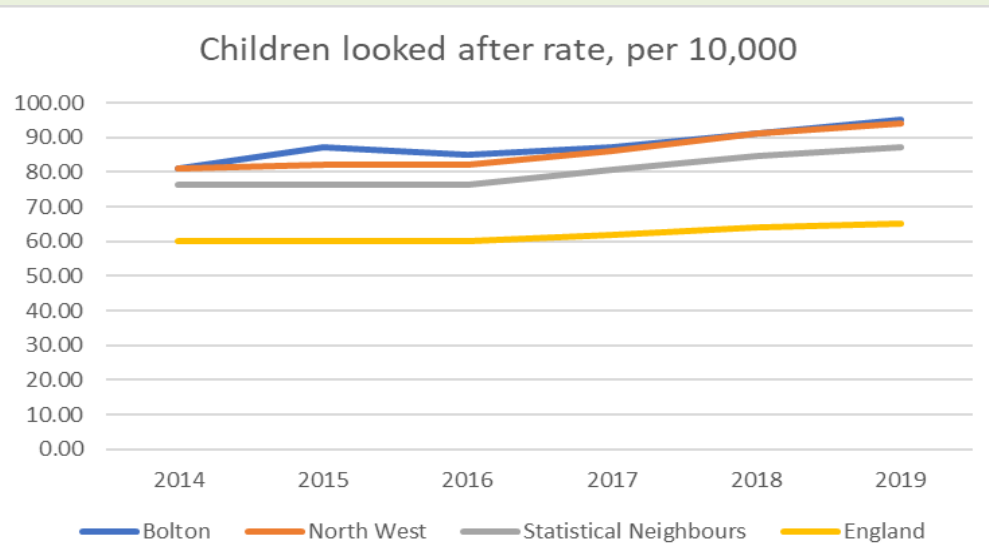


Vision Outcome: Ageing Well		GM Priority: Healthy lives, with good care available for those that need it		People Priority: People in Bolton live longer and healthier lives and stay well																													
Headline Indicator: Long-term support needs met by admission to residential and nursing care homes																																	
<p>This indicator measures the number of council-supported older adults (aged 65 and over) whose long-term support needs were met by admission to residential and nursing care homes, per 100,000 population. It is part of the Adult Social Care Outcomes Framework.</p> <p>The latest¹ published performance on this indicator is 791.9 (<i>this equates to 389 older people in permanent residential care at the end of 2018/19</i>).</p> <ul style="list-style-type: none">Bolton’s rate has improved since the previous year and is now closer to the North West averageBolton has a slightly higher rate than regional and national averages. <p><i>Good is lower for this measure</i></p>	Good is: Lower		A	 <table border="1"><caption>Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes</caption><thead><tr><th>Year</th><th>Bolton</th><th>North West</th><th>England</th></tr></thead><tbody><tr><td>2013-14</td><td>830</td><td>710</td><td>630</td></tr><tr><td>2014-15</td><td>980</td><td>720</td><td>620</td></tr><tr><td>2015-16</td><td>980</td><td>730</td><td>610</td></tr><tr><td>2016-17</td><td>780</td><td>760</td><td>600</td></tr><tr><td>2017-18</td><td>980</td><td>740</td><td>580</td></tr><tr><td>2018-19</td><td>790</td><td>720</td><td>580</td></tr></tbody></table>		Year	Bolton	North West	England	2013-14	830	710	630	2014-15	980	720	620	2015-16	980	730	610	2016-17	780	760	600	2017-18	980	740	580	2018-19	790	720	580
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Baseline: 971.1 (2017/18)																																	
Target: 763.4																																	
 <p>Link between Vision Outcomes, People Priorities and GM Priorities</p>																																	
<p>Avoiding permanent placements in residential and nursing care homes is a good measure of delaying dependency, and the inclusion of this measure in the framework supports local health and social care services to work together to reduce avoidable admissions. However, it is acknowledged that for some client groups that admission to residential or nursing care homes can represent an improvement in their situation and admission to residential care may be necessary to meet increased levels of complex care needs.</p> <p>The rate of older adults whose support needs were met by admission to residential and nursing care homes has reduced from a 2017/18 peak and is now more closely in line with comparators.</p>																																	
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<p>¹Latest published data: Measures from the Adult Social Care Outcomes Framework, England 2018/19</p> <p>Source: NHS Digital</p> <p>Frequency: Annual</p>																																	


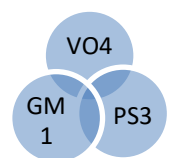
Vision Outcome: Starting Well		GM Priority: Young people equipped for life		People Priority: Our children have skills and aptitudes to make their way in the world																	
Headline Indicator: % YP academic age 16 and 17 NEET				<div><h3>% YP academic age 16 and 17 NEET</h3><table><caption>% YP academic age 16 and 17 NEET Data</caption><thead><tr><th>Year</th><th>Bolton</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2016-17</td><td>2.6</td><td>3.8</td><td>2.8</td></tr><tr><td>2017-18</td><td>3.5</td><td>3.5</td><td>2.6</td></tr><tr><td>2018-19</td><td>3.9</td><td>3.2</td><td>2.6</td></tr></tbody></table></div>		Year	Bolton	Statistical Neighbours	England	2016-17	2.6	3.8	2.8	2017-18	3.5	3.5	2.6	2018-19	3.9	3.2	2.6
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2018-19	3.9	3.2	2.6																		
<p>The proportion of young people in Bolton of academic age 16 and 17 who are Not in Education, Employment or Training (NEET) is 3.9%¹</p> <p>From September 2016, the DfE changed the methodology of reporting those young persons who are Not in Education, Employment or Training. Therefore, benchmarking data prior to 2016 is not available.</p> <p>Under previous methodology Bolton's rate in 2015 was 2.83%.</p> <p>The number of young people in Bolton NEET has continued to raise from levels seen in 2017-18. Bolton is ranked 120 in England out of 152 authorities.</p> <p>While the NEET figure has increased, the amount considered "NOT KNOWN" has reduced over the last 3 years (Nov 2017 – 5%. Nov 2018 – 3.8%, Nov 2019 – 3.3%) identifying more young people with significant barriers to learning – previously hidden. This reduction on "NOT KNOWN" can then result in an offset for those considered NEET, therefore leading to an increase in these figures.</p>	Good is: Lower	↓	R																		
	Baseline: 2.83 (2015)																				
	Target: 3.0																				
	<p>Link between Vision Outcomes, People Priorities and GM Priorities</p> 																				
<p>The LA is a key partner in the Bolton Work Based Learning Network which includes work based learning providers and FE colleges from the town. Strong partnership arrangements are in place with GM Higher to support our NCOP schools with the LA being a key member of the Steering Group. Bolton also has the Team Bolton Partnership which is a work and skills collaboration of public and voluntary sector partners in Bolton led by the LA.</p> <p>The partnership uses a multi-agency approach, working closely with employers. The Partnership uses existing resources including Skills funding where appropriate to provide responsive employment and skills support. This is with the aim that all our residents are able to (re)connect with learning, develop skills and capitalise on local employment opportunities. Helping our residents including our young people to become more self-reliant and promoting a culture of enterprise are key to the Partnership's delivery.</p> <p>The increase in NEET figures have also been recognised GM wide, Bolton is considered 3rd highest in GM (over a 3 month average) with 3.7%, Salford is highest with 4.9%.</p> <p>Bolton has recognised this and in response intends to drive a number of initiatives looking to reduce this figure</p> <ul style="list-style-type: none">- A Connexions NEET Improvement Plan- European Social Funding opportunities- Increased partnership working with community and 3rd sector provisions- Incorporate and endorse GM initiatives																					
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¹ Latest published data based on the DfE National Indicator (2018-19).				Source: Department for Education (DfE) Statistical Release Frequency: Annual																	


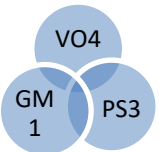
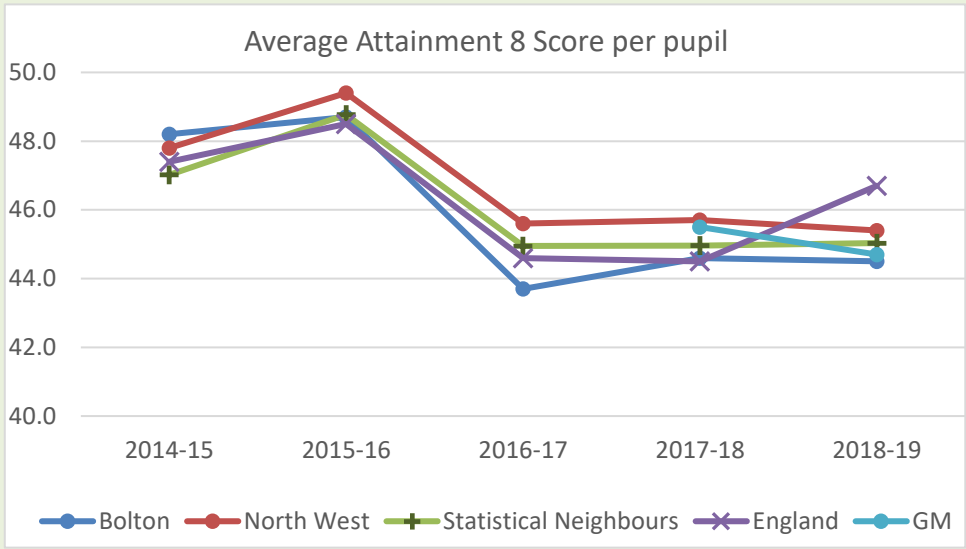
Vision Outcome: Living Well		GM Priority: Healthy lives, with good care available for those that need it		People Priority: People can exercise choice and control, and live independently																																																																																																									
Headline Indicator: Proportion of Section 42 Enquiries where the Risk is either reduced or removed																																																																																																													
<p>This indicator measures:</p> <p>The proportion of Section 42 Enquiries where the Risk is either reduced or removed</p> <p>An enquiry is any action that is taken (or instigated) by a local authority in response to indications of abuse or neglect in relation to an adult with care and support needs</p> <p>Bolton’s latest published performance on this indicator is 75%.</p> <p>In 2016/17, Bolton’s performance was:</p> <ul style="list-style-type: none">• 0.2% higher than the national average• 9% above than the North West average• 8% above the England average• Ranked 9th in the North West Region	Good is: Higher			A																																																																																																									
	Baseline: N/A																																																																																																												
	Target: N/A GM: 84%																																																																																																												
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	<p>Performance has been consistently above NW averages for some time but the region does not perform as well as other parts of the country. Bolton remains below national averages where “no further action” has been the outcome of the safeguarding enquiry and has a lower percentage (46%) where risk is reduced compared to 2015/16 figures but below the national average.</p> <p>Data has been monitored over some time, and the position is now considered to be stable in the terms of the volume of enquiries. Analysis of safeguarding performance is a priority for Bolton Safeguarding Adults Board, and data is closely monitored. The dedicated Safeguarding team in Adult Social Care at the MASSS (Multi-agency Screening and Safeguarding Service) alongside partners and BSAB subgroups are examining effective practice, recording and outcomes and the experience of service users. Bolton has been working with Liverpool City Council via a Peer Review of Safeguarding Adults, to share good practice and identify areas for development.</p>																																																																																																												
<p>Proportion of Section 42 Enquiries where the Risk is either reduced or removed</p>  <table border="1"><caption>Approximate data from the stacked bar chart</caption><thead><tr><th>Local Authority</th><th>Risk Removed (%)</th><th>Risk Reduced (%)</th><th>Risk Remained (%)</th></tr></thead><tbody><tr><td>North West Member</td><td>25</td><td>50</td><td>25</td></tr><tr><td>Blackburn with Darwen</td><td>35</td><td>55</td><td>10</td></tr><tr><td>Blackpool</td><td>30</td><td>45</td><td>25</td></tr><tr><td>Bolton</td><td>15</td><td>60</td><td>25</td></tr><tr><td>Bury</td><td>20</td><td>55</td><td>25</td></tr><tr><td>Cheshire East</td><td>25</td><td>50</td><td>25</td></tr><tr><td>Cheshire West and Chester</td><td>20</td><td>55</td><td>25</td></tr><tr><td>Cumbria</td><td>10</td><td>70</td><td>20</td></tr><tr><td>Halton</td><td>30</td><td>40</td><td>30</td></tr><tr><td>Knowsley</td><td>15</td><td>65</td><td>20</td></tr><tr><td>Lancashire</td><td>10</td><td>70</td><td>20</td></tr><tr><td>Liverpool</td><td>10</td><td>65</td><td>25</td></tr><tr><td>Manchester</td><td>10</td><td>60</td><td>30</td></tr><tr><td>Oldham</td><td>20</td><td>50</td><td>30</td></tr><tr><td>Rochdale</td><td>10</td><td>40</td><td>50</td></tr><tr><td>Salford</td><td>10</td><td>40</td><td>50</td></tr><tr><td>Sefton</td><td>10</td><td>75</td><td>15</td></tr><tr><td>St Helens</td><td>10</td><td>50</td><td>40</td></tr><tr><td>Stockport</td><td>10</td><td>50</td><td>40</td></tr><tr><td>Tameside</td><td>10</td><td>65</td><td>25</td></tr><tr><td>Trafford</td><td>10</td><td>85</td><td>5</td></tr><tr><td>Warrington</td><td>10</td><td>60</td><td>30</td></tr><tr><td>Wigan</td><td>10</td><td>65</td><td>25</td></tr><tr><td>Wirral</td><td>10</td><td>60</td><td>30</td></tr><tr><td>North West</td><td>20</td><td>50</td><td>30</td></tr></tbody></table>						Local Authority	Risk Removed (%)	Risk Reduced (%)	Risk Remained (%)	North West Member	25	50	25	Blackburn with Darwen	35	55	10	Blackpool	30	45	25	Bolton	15	60	25	Bury	20	55	25	Cheshire East	25	50	25	Cheshire West and Chester	20	55	25	Cumbria	10	70	20	Halton	30	40	30	Knowsley	15	65	20	Lancashire	10	70	20	Liverpool	10	65	25	Manchester	10	60	30	Oldham	20	50	30	Rochdale	10	40	50	Salford	10	40	50	Sefton	10	75	15	St Helens	10	50	40	Stockport	10	50	40	Tameside	10	65	25	Trafford	10	85	5	Warrington	10	60	30	Wigan	10	65	25	Wirral	10	60	30	North West	20	50	30
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Vision Outcome: Starting Well		GM Priority: Young people equipped for life		People Priority: Our children have skills and aptitude to make their way in the world	
Headline Indicator: Good level of development at Early Years Foundation Stage (EYFS)					
Definition of indicator Following an independent review of the EYFS by Dame Clare Tickell, a new Profile was published for implementation for the 2012/13 school year. The new Profile and revised EYFS have a stronger emphasis on the three prime areas which are most essential for children’s healthy development: communication and language; physical; and personal, social and emotional development. The new Profile made changes to the way in which children are assessed at the end of the EYFS and requires practitioners to make a best-fit assessment of whether children are emerging, expected or exceeding against each of the new 17 early learning goals.		Good is: Higher  G			
		Baseline: 47.6 at 2013			
		Target: 67% GM: 67.5%			
		<p>Link between Vision Outcomes, People Priorities and GM Priorities</p> 			
Headline information on this indicator Current performance is 67.3%, which is a slight fall from last year. Bolton is currently ranked 135 nationally out of 152.		<p>Bolton’s Good Level of Development (GLD) has decreased by 0.2% to 67.3% in the most recent data available. Due to a Government pilot to revise the Foundation Stage Early Years Profile for 2021 one of Bolton’s highest performing schools did not submit GLD data to this set. This accounts for the 0.2% drop in this year’s data which would mean Bolton’s static trend is in line with the GM and regional (68.9%). static rates. There was a marginal increase nationally (71.8% from 71.3%). The 15% attainment gap between children receiving Free School Meals and all children in Bolton is in line with the national figure.</p> <p>The 2019 GLD attainment gap has also narrowed for children with English as an Additional Language with a increase of 1.8% to 60.6% achieving GLD and 22.9 % of children with Special Educational Needs Disability achieved a GLD. The 2019 GLD gap has widened by 1.8% for most disadvantaged including Free School Meals and Looked After Children with 52% achieving a GLD.</p>			
Notes					
<p>¹Latest published data 2019</p> <p>Source: DfE</p> <p>Frequency: Annual</p>					


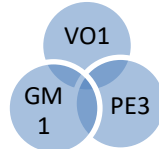
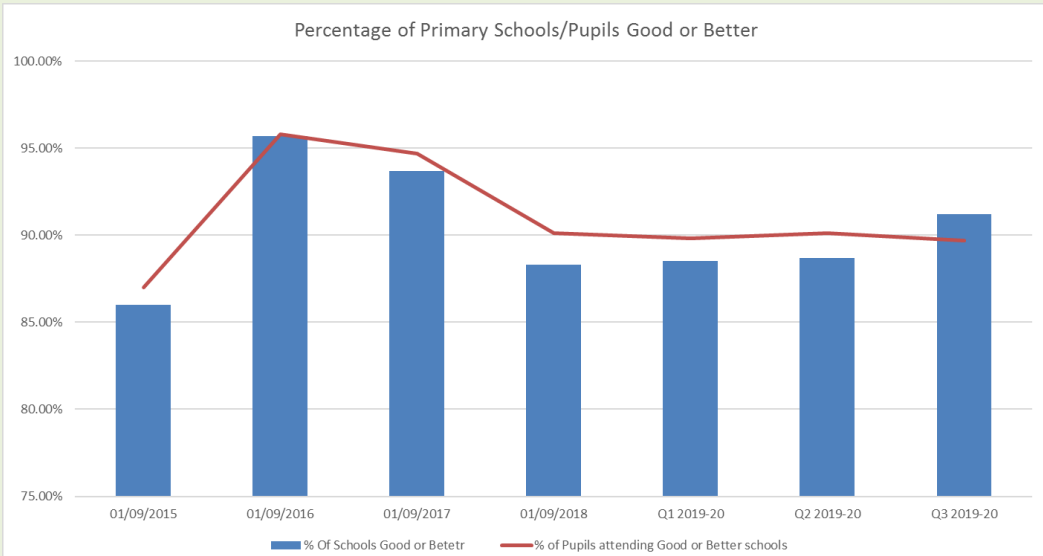
Vision Outcome: Starting Well		GM Priority: Young people equipped for life		People Priority: Our children are safe, healthy and active																																				
Headline Indicator: Rate (per 10,000) subject to a Child Protection Plan				<div><h3>Rate (per 10,000) subject to a CPP</h3><table><thead><tr><th>Year</th><th>Bolton</th><th>North West</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2013-14</td><td>58.0</td><td>51.0</td><td>48.0</td><td>42.0</td></tr><tr><td>2014-15</td><td>39.0</td><td>50.0</td><td>49.0</td><td>43.0</td></tr><tr><td>2015-16</td><td>33.0</td><td>55.0</td><td>52.0</td><td>43.0</td></tr><tr><td>2016-17</td><td>33.0</td><td>54.0</td><td>59.0</td><td>43.0</td></tr><tr><td>2017-18</td><td>39.0</td><td>55.0</td><td>65.0</td><td>45.0</td></tr><tr><td>2018-19</td><td>48.0</td><td>57.0</td><td>60.0</td><td>44.0</td></tr></tbody></table></div>		Year	Bolton	North West	Statistical Neighbours	England	2013-14	58.0	51.0	48.0	42.0	2014-15	39.0	50.0	49.0	43.0	2015-16	33.0	55.0	52.0	43.0	2016-17	33.0	54.0	59.0	43.0	2017-18	39.0	55.0	65.0	45.0	2018-19	48.0	57.0	60.0	44.0
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<p>The latest¹ published rate of children who were the subject of a child protection plan in Bolton is 48.0 per 10,000 of the population.</p> <p>Bolton's rate was 8.7 percentage points higher in 2018/19 than in 2017/18. However, was:</p> <ul style="list-style-type: none">12.5 children per 10,000 of the population lower than Bolton's Statistical Neighbour average (60.5)But 4.3 children per 10,000 of the population higher than the National average (43.7) <p>The local data² for this quarter has seen an increase in the rate subject to a CPP from the previous quarter (Q2 = 55.7 and Q3 = 59.4). This is above the published data for 2018/19 and above the latest available national data, but below North West comparator data. However, the percentage who became the subject of a plan for a second or subsequent time has remained stable over the year.</p> <p><i>No comparator benchmarking is set for this indicator</i></p>	Good is: N/A	↓	R																																					
	Baseline: 39.3 (2017/18)																																							
	Target: TBC																																							
	<div><p>Link between Vision Outcomes, People Priorities and GM Priorities</p></div>																																							
<p>The Safeguarding Service manages a cohort of Bolton's most vulnerable children subject to child protection plans, long term child in need plans and children in care proceedings through to adoption. Caseloads have increased year on year for the last 3 years. Bolton's Child Protection Plan (CPP) rates are low compared to our peers but are increasing in line with stat neighbours and with expectations of changes to practice.</p> <p>Numbers of Children requiring a safeguarding intervention are ebb and flow from month to month and this is affected by the school year, but the overall trend is for a lower level of referrals. However, levels of Children and Young people classed as Children in Need or needing a higher-level of safeguarding intervention, are more stable. The Department continues to work closely with partners to identify and respond to key safeguarding issues which require action on a multi-agency basis response or a single agency non-social care response.</p>																																								
Notes																																								
<p>¹Latest published data based on the DfE National Indicator (2019). Source: Department for Education (DfE) Statistical Release Frequency: Annual</p> <p>² Local data is available monthly and quarterly from management information reports.</p>																																								

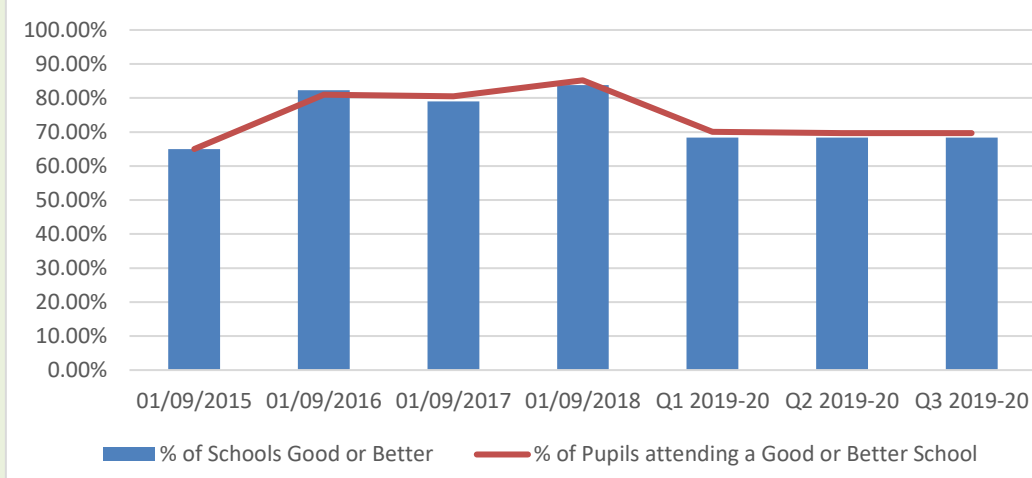
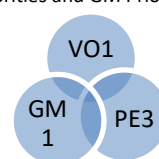
Vision Outcome: Starting Well		GM Priority: Young people equipped for life		People Priority: Our looked after children aspire and achieve																																				
Headline Indicator: Rate (per 10,000) of Looked After Children				<div>Children looked after rate, per 10,000</div>  <table border="1"><caption>Children looked after rate, per 10,000</caption><thead><tr><th>Year</th><th>Bolton</th><th>North West</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2014</td><td>80.00</td><td>75.00</td><td>75.00</td><td>60.00</td></tr><tr><td>2015</td><td>85.00</td><td>78.00</td><td>75.00</td><td>60.00</td></tr><tr><td>2016</td><td>82.00</td><td>80.00</td><td>75.00</td><td>60.00</td></tr><tr><td>2017</td><td>85.00</td><td>82.00</td><td>80.00</td><td>62.00</td></tr><tr><td>2018</td><td>88.00</td><td>85.00</td><td>82.00</td><td>65.00</td></tr><tr><td>2019</td><td>92.00</td><td>88.00</td><td>85.00</td><td>65.00</td></tr></tbody></table>		Year	Bolton	North West	Statistical Neighbours	England	2014	80.00	75.00	75.00	60.00	2015	85.00	78.00	75.00	60.00	2016	82.00	80.00	75.00	60.00	2017	85.00	82.00	80.00	62.00	2018	88.00	85.00	82.00	65.00	2019	92.00	88.00	85.00	65.00
Year	Bolton	North West	Statistical Neighbours			England																																		
2014	80.00	75.00	75.00			60.00																																		
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2018	88.00	85.00	82.00	65.00																																				
2019	92.00	88.00	85.00	65.00																																				
<p>The latest published rate of Looked After Children (LAC) in Bolton is 95.0 per 10,000 of the population (642 children)¹</p> <p>Bolton's rate of LAC was 4.2% higher in 2018/19 than in 2017/18.</p> <p>In 2018/19, Bolton's rate was broadly in line with the North West average and;</p> <ul style="list-style-type: none">30 children per 10,000 of the population higher than the National average (65.0)7 children per 10,000 of the population higher than Bolton's Statistical Neighbour average (88.0)5 children per 10,000 of the population higher than the Greater Manchester average (90.0) <p>In 2018/19, the percentage of Looked After Children Adopted was 20%</p> <p>This is 1 percentage points lower than the previous year. Bolton's rate of LAC adopted remained higher than its comparators at 8 percentage points higher than the national average and 3 percentage points higher than the Statistical Neighbour average.</p> <p><i>No comparator benchmarking is set for this indicator</i></p>		Good is: Lower		A																																				
		Baseline: 91.0 (2017/18)																																						
		Target: 85.0 per 10,000 of the population. GM: 84																																						
		<p>Link between Vision Outcomes, People Priorities and GM Priorities</p> 																																						
<p>As per the latest published statistics, there are currently 642 looked after children in Bolton, a number which continues to rise, being higher than the North West average and England rate.</p> <p>Bolton had 13.9% of looked after children placed with parents based on published data as at March 2019. This is 0.9 percentage points higher than the North West but significantly higher than England and statistical neighbours at approximately 7%. Bolton is addressing this by tracking all new cases up to 12 months, and tracking of older cases and discharging Care Orders where there is no need to share PR.</p> <p>Data highlights that Bolton is performing well in terms of long-term placement stability in comparison to SN and England.</p> <p>As a way of understanding the needs of our looked after population and to inform commissioning and sufficiency, an in-depth analysis of our looked after data from the last five years has been completed.</p> <p>It has been identified that some of our looked after children who were 15 plus when they came into care, have moved straight through the system to become looked after, without being on a child protection plan. This has led to a shift in the assessment and safeguarding services toward greater use of child protection and this is seen in the increase in child protection plan numbers. This has also influenced the residential review.</p>																																								
Notes																																								
¹ Latest published data based on the DfE National Indicator (2017). Source: Department for Education (DfE) Statistical Release				Frequency: Annual																																				

Vision Outcome: Starting Well		GM Priority: Children starting schools ready to learn		People Priority: Our children have skills and aptitudes to make their way in the world	
Headline Indicator: % of all pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2 (KS2)					% of all pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2 (KS2)
Definition of indicator The combined reading, writing, and maths measure uses the reading and maths test results along with the outcome of the writing teacher assessment (TA). To reach the expected standard in all of reading, writing and maths, a pupil must achieve a scaled score of 100 or more in reading and maths tests and an outcome of 'reaching the expected standard' or 'working at greater depth' in the writing TA. Together, these subjects give a broad measure of pupil attainment. To reach the higher standard, a pupil must achieve a scaled score of 110 or more in the reading and maths tests, and an outcome of 'working at greater depth' in the writing TA. Attainment in all of reading, writing and maths is not directly comparable to earlier years (2016 and 2017) because of changes to the writing TA frameworks in 2018. Headline information on this indicator Current performance 65%, representing a fall of 1 percentage point from last year, currently ranked 79 in England.		Good is: Higher			G
		Baseline 56 % in 2016			
		Target: 57.3%			
		Link between Vision Outcomes, People Priorities and GM Priorities 			
		Final performance data for KS2 is notably more positive than the provisional data reported in Q2, with Bolton in line with national average on the proportion of children achieving expected standards in reading, writing and maths.			
		Pupil progress across KS2 in 2019 continues to be positive in all 3 subjects.			
Notes					
¹ Latest published data 2019 Source: DfE Frequency: Annual					

Vision Outcome: Starting Well		GM Priority: Children starting school ready to learn	People Priority: Our children have skills and aptitude to make their way in the world
Headline Indicator: Average Attainment 8 score per pupil			
Definition of indicator Attainment 8 measures the average achievement of pupils in up to 8 qualifications including English (double weighted if the combined English qualification, or both language and literature are taken), maths (double weighted), three further qualifications that count in the English Baccalaureate (EBacc) and three further qualifications that can be GCSE qualifications (including EBacc subjects) or any other non-GCSE qualifications on the DfE approved list.	Good is: Higher		A
	Baseline: 48.2, for 2015		
	Target: 50% GM: 45.5%		
	Link between Vision Outcomes, People Priorities and GM Priorities 		
Headline information on this indicator Current performance 44.5. This represents a slight fall from last year. Ranked 108 in England out of 152 authorities. Comparator authorities have also fallen though England average as a whole has increased.		<div>  </div>	
Notes ¹ Latest published data 2019 Source: DfE Frequency: Annual		The Bolton Learning Partnership adds capacity to the local system through sharing and developing best practice; joint professional development at all levels; coherent recruitment of staff at all levels; short term school to school improvement support and the provision of an 'External Adviser' to provide further support and stretch. This local capacity is supplemented by our engagement with both regional and national agencies. Nearly all headline measures showed an improved attainment position from the previous year and a continued positive trend. Two measures that dipped slightly were Maths at Level 5 and EBACC Languages at Level 4 – but these were both noticeably higher than 2 years previously. There is a positive picture when comparing the improving performance in Bolton schools relative to other Greater Manchester authorities.	

Vision Outcome: Starting Well		GM Priority: Children starting school ready to learn		People Priority: Our children have skills and aptitude to make their way in the world																										
Headline Indicator: Average Progress 8 score per pupil																														
<div>Definition of indicator</div> <p>Progress 8 aims to capture the progress a pupil makes from the end of Key Stage 2 to the end of Key Stage 4. It compares pupils’ achievement – their Attainment 8 score – with the average Attainment 8 score of all pupils nationally who had a similar starting point (or ‘prior attainment’), calculated using assessment results from the end of primary school.</p> <p>Progress 8 is a relative measure, therefore the national average Progress 8 score for mainstream schools is very close to zero. When including pupils at special schools the national average is not zero as Progress 8 scores for special schools are calculated using Attainment 8 estimates based on pupils in mainstream schools</p>		Good is Higher		<div><div></div><div></div><div></div></div> <div>A</div>																										
		Baseline: - 0.2 in 2016																												
		Target: - 0.12																												
		<div><div><div>VO4</div><div>GM 1</div><div>PS3</div></div><div>Link between Vision Outcomes, People Priorities and GM Priorities</div></div>																												
<div>Headline information on this indicator</div> <p>The Bolton Progress 8 score (-0.20) has dropped slightly since 2018 but remains higher than 2017.</p>		<div><div>Average Progress 8 score per pupil</div><table><thead><tr><th>Year</th><th>Bolton</th><th>North West</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2015-16</td><td>-0.2</td><td>-0.2</td><td>-0.1</td><td></td></tr><tr><td>2016-17</td><td>-0.3</td><td>-0.18</td><td>-0.05</td><td></td></tr><tr><td>2017-18</td><td>-0.2</td><td>-0.22</td><td>-0.1</td><td></td></tr><tr><td>2018-19</td><td>-0.2</td><td>-0.2</td><td>-0.1</td><td>-0.1</td></tr></tbody></table></div>				Year	Bolton	North West	Statistical Neighbours	England	2015-16	-0.2	-0.2	-0.1		2016-17	-0.3	-0.18	-0.05		2017-18	-0.2	-0.22	-0.1		2018-19	-0.2	-0.2	-0.1	-0.1
		Year	Bolton	North West	Statistical Neighbours	England																								
2015-16	-0.2	-0.2	-0.1																											
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2017-18	-0.2	-0.22	-0.1																											
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<p>The Bolton Learning Partnership adds capacity to the local system through sharing and developing best practice; joint professional development at all levels; coherent recruitment of staff at all levels; short term school to school improvement support and the provision of an ‘External Adviser’ to provide further support and stretch. This local capacity is supplemented by our engagement with both regional and national agencies.</p> <p>Nearly all headline measures showed an improved attainment position from the previous year and a continued positive trend. Two measures that dipped slightly were Maths at Level 5 and EBACC Languages at Level 4 – but these were both noticeably higher than 2 years previously. There is a positive picture when comparing the improving performance in Bolton schools relative to other Greater Manchester authorities.</p>																														
Notes																														
<div><div>¹Latest published data 2019</div><div>Source: DfE</div><div>Frequency: Annual</div></div>																														

Vision Outcome: Starting Well		GM Priority: Children starting school ready to learn		People Priority: Our children have skills and aptitude to make their way in the world	
Headline Indicator: Percentage of Primary Schools Good or Better					
Definition of indicator	Good is Higher				G
	Baseline: 86% in 2015				
	Target: Not set				
	Link between Vision Outcomes, People Priorities and GM Priorities				
					
Headline information on this indicator					
	<p>Bolton is ranked 69th in the country at the end of Quarter 3 with 89.7% of primary schools judged to be good or outstanding. On this measure Bolton remains above the England average of 87.7%. On the measure for the proportion of pupils attending a good or outstanding school, Bolton is ranked 59th in the country and remains above the England average. 91.2% of Bolton primary pupils attend a good or outstanding school compared to 87.5% nationally.</p> <p>The Primary School Improvement Group brings together representatives of Bolton Primary Headteachers across Bolton with School Improvement professionals from the Local Authority, and termly briefings for Primary Heads are facilitated by the local authority. These meetings inform strategic decision making – for example the views of our partners helped to shape the primary Service Level Agreement. Partnership groups provide a context for our improvement offer to individual primary schools. These are delivered through specific pathways of support dependent on whether they are causing concern or have been identified as being vulnerable to being judged RI or inadequate by Ofsted.</p> <p>The Primary School Improvement Team deliver and commission (through Teaching Schools and other partners) bespoke CPD to meet the identified needs of schools. The training is well attended and evaluated positively.</p>				
Notes					
<p>¹Latest published data Decemberr 2019</p> <p>Source: Watchsted analysis of Ofsted Inspection</p> <p>Frequency: Quarterly</p>					

Vision Outcome: Starting Well		GM Priority: Children starting school ready to learn		People Priority: Our children have skills and aptitude to make their way in the world																									
Headline Indicator: Percentage of Secondary Schools Good or Better					<div>Percentage of Secondary Schools/Pupils Good or Better</div>  <table><caption>Percentage of Secondary Schools/Pupils Good or Better</caption><thead><tr><th>Period</th><th>% of Schools Good or Better</th><th>% of Pupils attending a Good or Better School</th></tr></thead><tbody><tr><td>01/09/2015</td><td>65.00%</td><td>65.00%</td></tr><tr><td>01/09/2016</td><td>82.00%</td><td>82.00%</td></tr><tr><td>01/09/2017</td><td>80.00%</td><td>80.00%</td></tr><tr><td>01/09/2018</td><td>85.00%</td><td>85.00%</td></tr><tr><td>Q1 2019-20</td><td>70.00%</td><td>70.00%</td></tr><tr><td>Q2 2019-20</td><td>70.00%</td><td>70.00%</td></tr><tr><td>Q3 2019-20</td><td>70.00%</td><td>70.00%</td></tr></tbody></table>	Period	% of Schools Good or Better	% of Pupils attending a Good or Better School	01/09/2015	65.00%	65.00%	01/09/2016	82.00%	82.00%	01/09/2017	80.00%	80.00%	01/09/2018	85.00%	85.00%	Q1 2019-20	70.00%	70.00%	Q2 2019-20	70.00%	70.00%	Q3 2019-20	70.00%	70.00%
Period	% of Schools Good or Better	% of Pupils attending a Good or Better School																											
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01/09/2017	80.00%	80.00%																											
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Q1 2019-20	70.00%	70.00%																											
Q2 2019-20	70.00%	70.00%																											
Q3 2019-20	70.00%	70.00%																											
<div>Definition of indicator</div> <p>This indicator measures the proportion of publicly funded mainstream Secondary Schools in Bolton ranked Good or Better by Ofsted at their most recent full Ofsted inspection. The proportion of pupils in Bolton attending a good or better school is included to provide additional context. As at 30 September 2019, the indicator includes the data of 19 schools - thus each inspection result shifts the headline figure by over five percentage points.</p> <div>Headline information on this indicator</div> <p>Bolton’s secondary schools now rank 105th in the country with 68.4% of secondary schools judged to be good or outstanding, with 69.7% of secondary pupils in Bolton attending a good or outstanding school</p>	Good is Higher	↔	A																										
	Baseline: 65% in 2015																												
	Target: TBC																												
	<div>Link between Vision Outcomes, People Priorities and GM Priorities</div> 																												
<p>The Bolton Learning Partnership adds capacity to the local system through sharing and developing best practice; joint professional development at all levels; coherent recruitment of staff at all levels; short term school to school improvement support and the provision of an ‘External Adviser’ to provide further support and stretch. This local capacity is supplemented by our engagement with both regional and national agencies.</p> <p>The key system capacity challenge that remains is the recruitment of quality staff at all levels. The situation in Bolton is consistent with the national picture and the Bolton Learning Partnership is considering strategies to support the process in terms of both recruitment and retention.</p> <p>As there are 19 secondary schools and a change to one school’s rating can differ the percentage by around 5%, hence the decrease from 2018/19 to 2019. Currently there are 6 secondary schools that are rating as ‘Requires Improvement’ with the remainder being judged as good or outstanding.</p> <p>There are also no secondary schools as inadequate following the recent inspection of the UTC which moved then from inadequate to Good.</p>																													
Notes																													
<div>¹Latest published data December 2019</div> <div>Source: Watchsted analysis of Ofsted Inspection</div> <div>Frequency: Quarterly</div>																													

4. Public Health

4.1 Summary of Headline Indicators


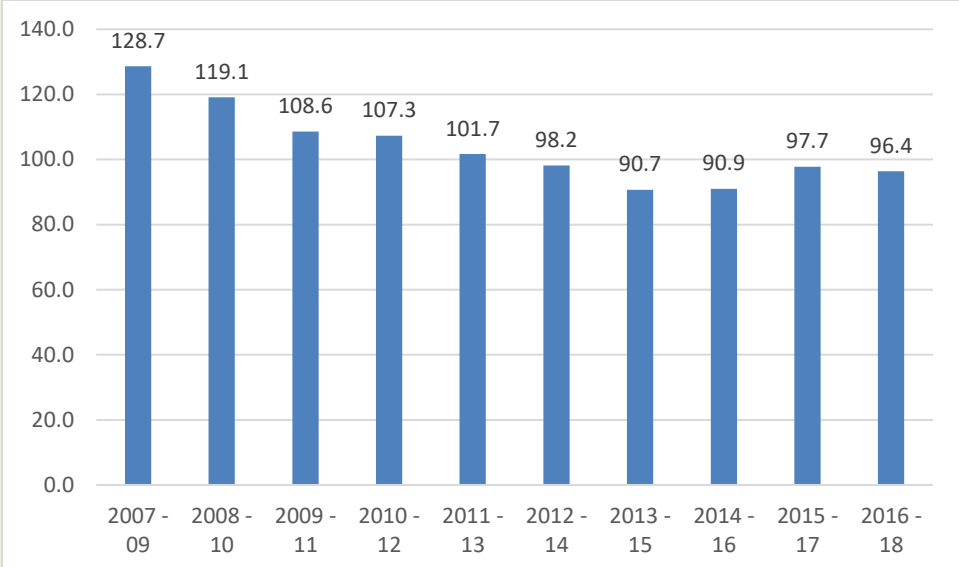

- The data included is for Quarter 3, 2019/20, as not all data is updated quarterly, commentary has been added to each indicator where appropriate.
- For those that have been updated quarterly, a RAG has been added.



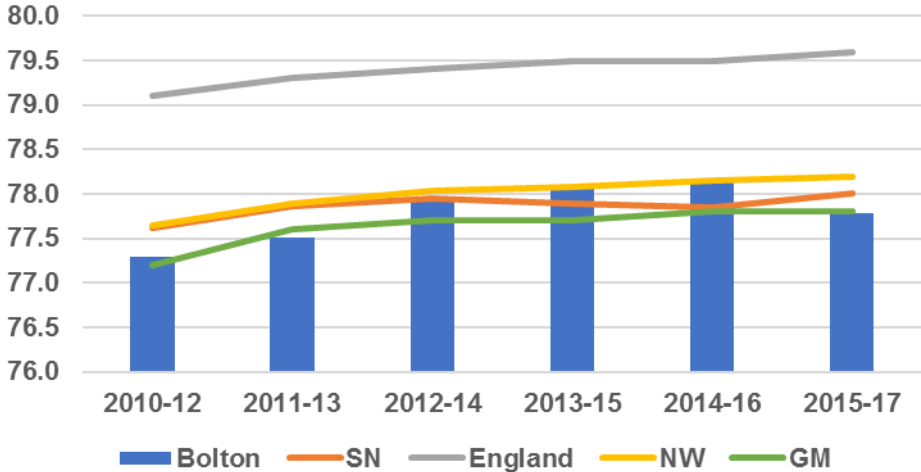
Indicator	Frequency	Good is...	DOT	RAG
Premature CVD mortality	Annually	Lower	↔	Annual – Commentary added
Life Expectancy (Male)	Annually	Higher	↔	Annual – Commentary added
Life Expectancy (Female)	Annually	Higher	↔	Annual – Commentary added
Physically active adults	6 months	Higher	↑	Annual – Commentary added

Notes

RAGs not based on targets:

¹Killed & Seriously Injured judged as Amber as no substantial change since baseline (no target

Headline Indicator: Premature CVD mortality			Under 75 mortality rate from all cardiovascular diseases in Bolton		
Definition of indicator Age-standardised rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years of age per 100,000 population Headline information on this indicator Cardiovascular disease (CVD) is one of the major causes of death in under 75s in England, as an estimated 12.5% of people are living with these conditions across England. There have been huge gains over the past decades in terms of better treatment for CVD and improvements in lifestyle, but to ensure that there continues to be a reduction in the rate of premature mortality from CVD, there needs to be concerted action in both prevention and treatment. CVD mortality has almost halved over recent decades and the gap between Bolton and the England average has narrowed. However, the most recent figure shows that this trajectory has halted slightly. This is of concern because CVD remains the biggest contributor to the gap in life expectancy between Bolton and England and our internal inequality gap. Smoking remains a major cause of CVD and efforts to reduce the number of people smoking will reduce cases of CVD. There is a clear need to maintain the drive to prevent CVD deaths, which still account for one in four of all deaths, and reduce the gap in avoidable deaths and ill health from CVD between the most and least deprived since 40% of amenable CVD deaths occur in the most deprived areas of England.	Good is: Lower				
	Baseline: 2015-17: 97.7 2016-18: 96.4				R
	Target: NA GM: 95.1				
	<div>Link between Vision Outcomes, People Priorities and GM Priorities</div> 				
<p>The national NHS Health Checks programme plays an important part in identifying CVD risk factors. Local authorities are responsible for funding and arrangements for local delivery of this and the Public Health Department works closely with Bolton CCG to secure delivery via all GP practices in the town. Bolton's NHS Health Check Programme is amongst the best performing areas in the country.</p> <p>There are many other ways of finding the people most at risk alongside wider action to enable healthier behaviours. Whole system effort is required. To this end, Healthy life expectancy is proposed as a cross cutting outcome for Bolton's Vision partnership in order to focus collective action and stimulate a coordinated approach to improving health across the partners.</p> <p>The Public Health team lead strategic work to promote healthy behaviours. This included commissioning universal stop smoking services which are delivered in Bolton via community pharmacies, specialist stop smoking service for pregnant women, smoke free events and public spaces to support people to stay smoke free and are developing a local authority wide approach to promoting healthy weight.</p> <p>Spotlight on smoking and tobacco control Bolton residents can access evidence-based stop smoking service available at most community pharmacies in the borough. The offer of support to stop smoking includes a comprehensive stop smoking in pregnancy service coordinated by Greater Manchester. The smoking in pregnancy service in Bolton continues to be the best performing in England, resulting in the rate of smoking in pregnancy reducing faster than the England average.</p> <p>Whilst helping individuals to change their behaviours is important, creating an environment where not smoking the norm, supports people to stop or not start in the first place. Smokefree public events can raise awareness of the dangers of smoking and Ironman, Ironkids and Sport On The Square in Bolton have all been smokefree. In the coming months work we plan to review the overall model and stop smoking offer, and look more broadly at opportunities for strengthening wider action on tobacco control.</p>					
¹ Latest published data: 07 Aug 2018 ² Bhatnagar P, Wickramasinghe K, Wilkins E, et al. (2016). Trends in the epidemiology of cardiovascular disease in the UK. <i>Heart</i> , 102, 1945-1952.			Source: Public Health Outcomes Framework indicator 4.04i Frequency: Annual		

Headline Indicator: Life Expectancy (Male)																																											
Definition of indicator The average number of years a person would expect to live based on contemporary mortality rates. For a particular area and time period, it is an estimate of the average number of years a newborn baby would survive if he or she experienced the age-specific mortality rates for that area and time period throughout his or her life. Figures are calculated from deaths from all causes and mid-year population estimates, based on data aggregated over a three year period. Figures reflect mortality among those living in an area in each time period, rather than what will be experienced throughout life among those born in the area. The figures are not therefore the number of years a baby born in the area could actually expect to live, both because the mortality rates of the area are likely to change in the future and because many of those born in the area will live elsewhere for at least some part of their lives.	Good is: Higher  A																																										
	Baseline: 2014-16 - 78.2 2015-17 – 77.8																																										
	Target: N/A GM: 77.8																																										
	Link between Vision Outcomes, People Priorities and GM Priorities 																																										
Life expectancy - Males  <table border="1"><caption>Life expectancy - Males (Estimated Data)</caption><thead><tr><th>Period</th><th>Bolton</th><th>SN</th><th>England</th><th>NW</th><th>GM</th></tr></thead><tbody><tr><td>2010-12</td><td>77.3</td><td>77.6</td><td>79.1</td><td>77.6</td><td>77.2</td></tr><tr><td>2011-13</td><td>77.5</td><td>77.8</td><td>79.3</td><td>77.9</td><td>77.5</td></tr><tr><td>2012-14</td><td>77.8</td><td>78.0</td><td>79.4</td><td>78.1</td><td>77.7</td></tr><tr><td>2013-15</td><td>77.9</td><td>77.9</td><td>79.5</td><td>78.2</td><td>77.8</td></tr><tr><td>2014-16</td><td>78.1</td><td>78.0</td><td>79.5</td><td>78.3</td><td>77.9</td></tr><tr><td>2015-17</td><td>77.7</td><td>78.1</td><td>79.6</td><td>78.4</td><td>78.0</td></tr></tbody></table>		Period	Bolton	SN	England	NW	GM	2010-12	77.3	77.6	79.1	77.6	77.2	2011-13	77.5	77.8	79.3	77.9	77.5	2012-14	77.8	78.0	79.4	78.1	77.7	2013-15	77.9	77.9	79.5	78.2	77.8	2014-16	78.1	78.0	79.5	78.3	77.9	2015-17	77.7	78.1	79.6	78.4	78.0
Period	Bolton	SN	England	NW	GM																																						
2010-12	77.3	77.6	79.1	77.6	77.2																																						
2011-13	77.5	77.8	79.3	77.9	77.5																																						
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2014-16	78.1	78.0	79.5	78.3	77.9																																						
2015-17	77.7	78.1	79.6	78.4	78.0																																						
<p>Over the last century, mortality has continued to fall and life expectancy has increased. A statistically significant slowdown in the long-term improvement in age-standardised mortality rates for England and Wales took place around the early 2010s [1]. Areas of high deprivation saw the worst slowing of life expectancy. Bolton's life expectancy at birth for men remains significantly below the England figure, however similar to that of GMs. In the latest release, men have seen a slight decrease in life expectancy, mirroring the trend seen in women's life expectancy.</p> <p>There has been considerable public debate about the causes of the slowdown in life expectancy improvements, as well as whether it represents an anomaly in the long-term pattern of improvement or a substantive change in the underlying trend. Researchers have suggested a range of possible explanations for the slowdown. Much of the research literature suggests that several factors are at play.</p> <p>A whole system effort is required, therefore Healthy life expectancy is proposed as a cross cutting outcome for Bolton's Vision partnership to focus collective action & stimulate a coordinated approach to improving health across partners. The Public Health team lead strategic work to promote healthy behaviours including commissioning universal stop smoking services which are delivered in Bolton via community pharmacies, as well as specialist provision to support pregnant women to stop smoking, smoke free events and public spaces to support people to stay smoke free, and are developing a local authority wide approach to promoting healthy weight.</p> <p>Work is continuing to embed a Healthy Weight Declaration within the Council along with some key partner organisations. Workshops have been held and follow up interviews with council and partner staff to identify & deliver specific actions are taking place. Adhering to the 14 commitments within this declaration will support a whole system approach to improving people's work, domestic and leisure environments, supporting healthier eating and also increasing physical activity.</p>																																											
Headline information on this indicator Life expectancy has been improving for males in Bolton over the past 15 years, in line with similar trends across the country. The good news for Bolton is that this improvement has been at a faster rate than the national and regional averages. The faster rate of improvement has meant that Bolton has closed the gap with the GM average. However, the overall trend for improvement has stalled over the latest 3-5 years. SN Rank – Joint 9th																																											
Latest published data: April 2019 Source: Office for National Statistics [1] ONS (2018). Changing trends in mortality in England and Wales: 1990 to 2017 (Experimental Statistics).																																											

Headline Indicator: Life Expectancy (Female)

Definition of indicator

The average number of years a person would expect to live based on contemporary mortality rates. For a particular area and time period, it is an estimate of the average number of years a newborn baby would survive if he or she experienced the age-specific mortality rates for that area and time period throughout his or her life.

Figures are calculated from deaths from all causes and mid-year population estimates, based on data aggregated over a three year period.

Figures reflect mortality among those living in an area in each time period, rather than what will be experienced throughout life among those born in the area. The figures are not therefore the number of years a baby born in the area could actually expect to live, both because the mortality rates of the area are likely to change in the future and because many of those born in the area will live elsewhere for at least some part of their lives.

Headline information on this indicator

Over the past 15 years life expectancy has been improving for females in Bolton, in line with similar trends across the country. As with males, the overall trend for improvement has stalled over the latest 3-5 years, life expectancy in Bolton is still lower than the national average.

- SN Rank – 9th

Good is: Higher

↔

A

Baseline:

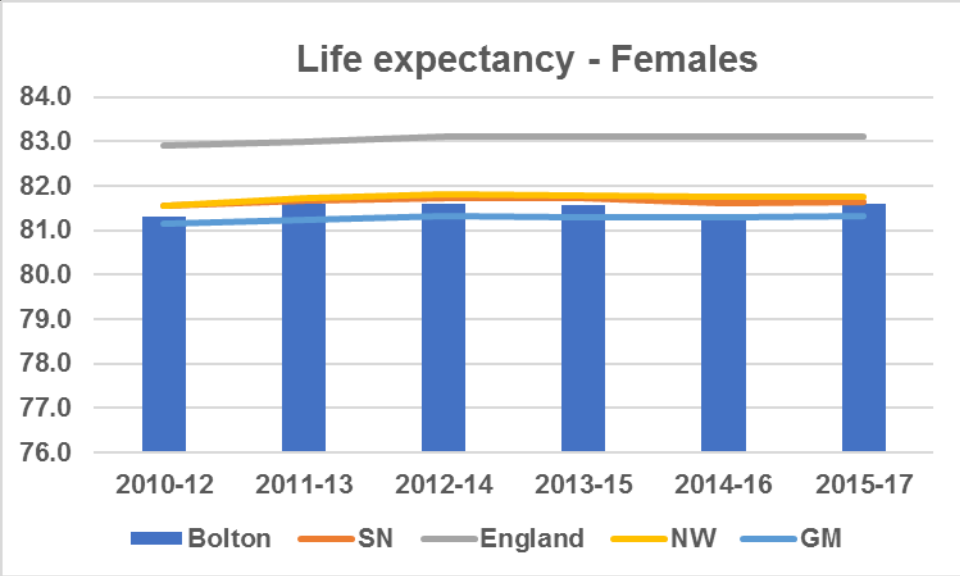
2014-16 - 81.4

2015-17 – 81.6

Target: N/A

GM: 81.3

Link between Vision Outcomes, People Priorities and GM Priorities


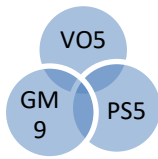


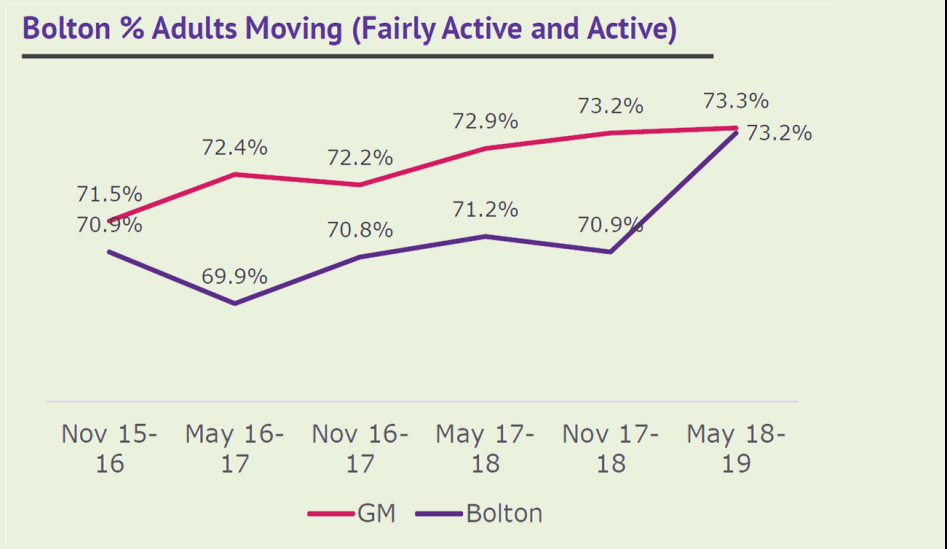
Over the last century, mortality has continued to fall and life expectancy has increased. A statistically significant slowdown in the long-term improvement in age-standardised mortality rates for England and Wales took place around the early 2010s [1]. This was true for England and Wales, for both sexes, and for older and younger people, with some variations in the timing and extent of the change in trend. Areas of high deprivation saw the worst slowing of life expectancy. Women in deprived areas experienced a life expectancy reversal, meaning those born between 2015-17 are now expected to live for less time than those born between 2012-14. Socioeconomic inequalities have widened [2].

Bolton's life expectancy at birth for women remains significantly below the England figure. In the latest release, women have seen their life expectancy increase from the previous decline, returning to the figure from 2011-15, but not improving on this. There has been considerable public debate about the causes of the slowdown in life expectancy improvements, as well as whether it represents an anomaly in the long-term pattern of improvement or a substantive change in the underlying trend. Researchers have suggested a range of possible explanations for the slowdown. Much of the research literature suggests that several factors are at play.

A whole system effort is required, therefore Healthy life expectancy is proposed as a cross cutting outcome for Bolton's Vision partnership to focus collective action & stimulate a coordinated approach to improving health across partners.

The Public Health team lead strategic work to promote healthy behaviours including commissioning universal stop smoking services which are delivered in Bolton via community pharmacies, as well as specialist provision to support pregnant women to stop smoking, smoke free events and public spaces to support people to stay smoke free, and are developing a local authority wide approach to promoting healthy weight. Spotlights on smoking and tobacco control work and on healthy weight declaration are presented under earlier indicators (Male life expectancy and Premature mortality from CVD).

Vision Outcome: Living Well	GM Priority: Healthy lives, with good care available for those that need it	People Priority: People in Bolton stay well for longer and feel more connected in their communities
<div data-bbox="56 65 1133 1185"> <div data-bbox="56 65 1133 118" data-cs="3" data-kind="parent"> Headline Indicator: Physically active adults </div> <div data-bbox="56 118 1133 655"> <div data-bbox="56 118 752 496"> <div data-bbox="56 118 752 177"> Definition of indicator This indicator is taken from Sport England's Active Lives survey. A minimum of 500 responses are received per year for each English Local Authority. </div> <div data-bbox="56 177 752 496"> Physically active is defined as meeting the Chief Medical Officer's recommendation of a minimum of 150 minutes (2.5 hours) of moderate physical activity per week, or 75 minutes of vigorous physical activity per week or an equivalent combination of the two, in bouts of 10 minutes or more. </div> </div> <div data-bbox="56 496 752 655"> Headline information on this indicator <ul style="list-style-type: none"> Local pilot identified 3 neighbourhoods and 3 cohorts who are the highest risk of inactivity, the programme will be shaping system change using a people/asset-based approach. Establishment of a joint Physical activity leadership group and Local pilot group to create a strategic group to co design future PA plans and develop a strong granular understanding of Bolton. Development of an active workplace toolkit to be rolled out in 2020/21 Broker and facilitate relationships to support the delivery of GM moving strategy Source products, programmes and intervention to support GM moving/local visions </div> </div> <div data-bbox="752 118 1133 655"> <div data-bbox="752 118 1133 197"> Good is: Higher <div>  <div>G</div> </div> </div> <div data-bbox="752 197 1133 309"> Baseline: 2016/17: 60.3% 2017/18: 61.3% </div> <div data-bbox="752 309 1133 421"> Target: NA GM: 63.7% </div> <div data-bbox="752 421 1133 655"> Link between Vision Outcomes, People Priorities and GM Priorities  </div> </div> </div>		
<div data-bbox="56 655 1133 1185"> <div data-bbox="56 655 1133 1185"> <p>Physical inactivity is the 4th leading risk factor for global mortality accounting for 6% of deaths globally. People who have a physically active lifestyle have a 20-35% lower risk of cardiovascular disease, coronary heart disease and stroke compared to those who have a sedentary lifestyle. Regular physical activity is also associated with a reduced risk of diabetes, obesity, osteoporosis and colon/breast cancer and with improved mental health. In older adults physical activity is associated with increased functional capacities. The estimated direct cost of physical inactivity to the NHS across the UK is over £0.9 billion per year.</p> <p>This dashboard uses data sourced from Public Health England, who do additional analysis on Active Lives data to tailor it for public health purposes. This means there are slightly different definitions and some delay compared to data from Sport England direct and Greater Sport in GM.</p> <p>The proportion of physically active adults has shown a small improvement over the last three years. Because the changes are small we cannot be certain that they are not the result of chance fluctuations however it does look promising. Despite this the levels of physical activity in Bolton remain significantly lower than in England as a whole, but in the latest release no longer lower than for Greater Manchester as a whole.</p> </div> </div>		
Notes		
¹ Latest published data Source: Sport England Active Lives Survey Nov 16/17 Frequency: Six monthly		



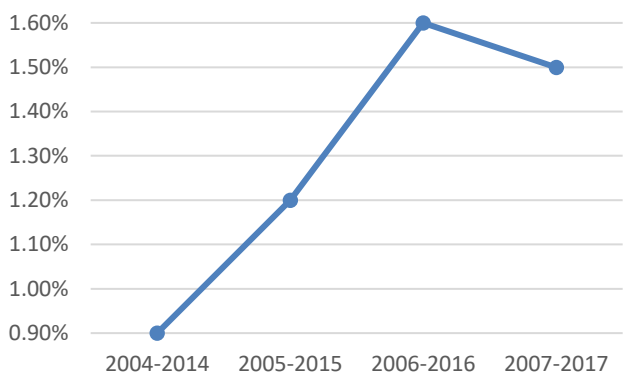

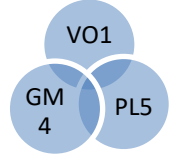

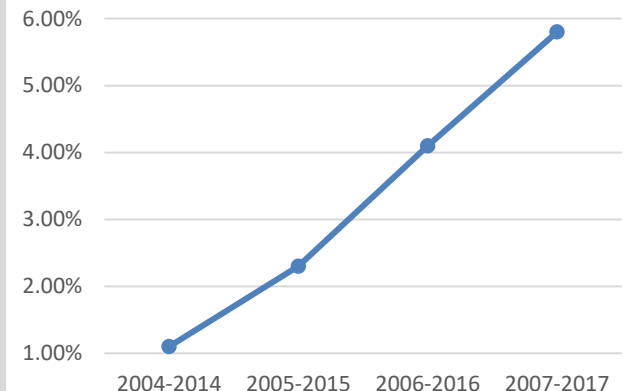
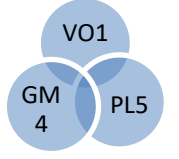
5. Place Directorate

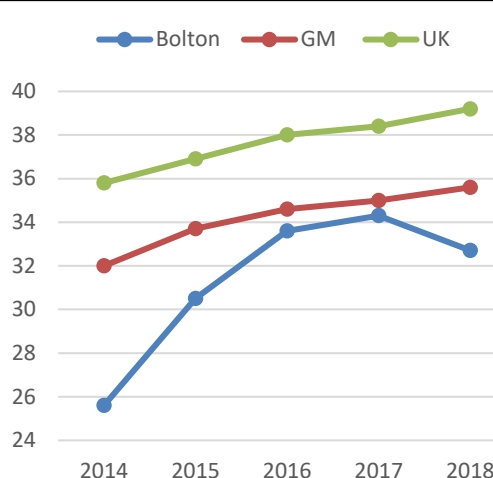
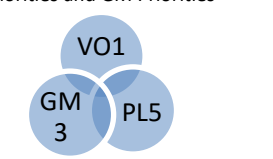
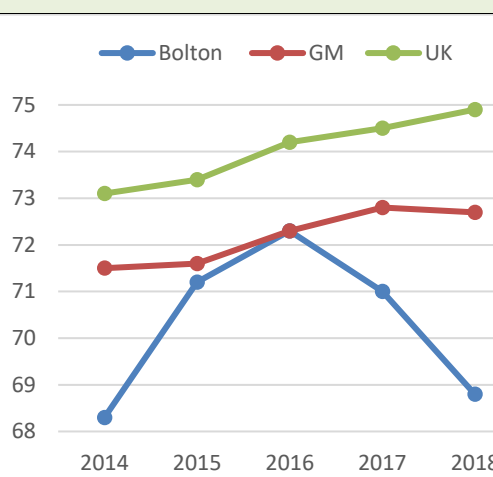
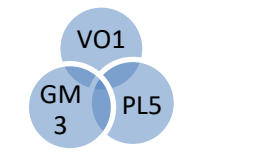
5.1 Summary of Headline Indicators

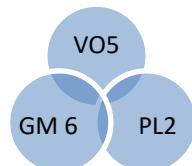
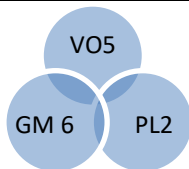
- The data included is for Quarter 3, 2019/20, as not all data is updated quarterly, commentary has been added to each indicator where appropriate.
- For those that have been updated quarterly, a RAG has been added.

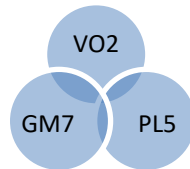
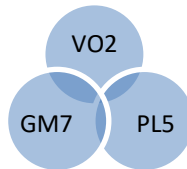
Indicator	Frequency	Good is...	DOT	RAG
Employment Rate	Quarterly	Higher	↔	A
Business Growth Rate / New Business Start Up	Annual	Higher	↑	Annual – Commentary added
Level 4 Qualifications	Annual	Higher	↑	Annual – Commentary added
Level 2 Qualifications	Annual	Higher	↔	Annual – Commentary added
Net Additional Dwellings / Band D and above Properties	Annual	Higher	↑	Annual – Commentary added
Visitor Economy / Tourism Jobs	Annual	Higher	↑	G
Recycling Rate / Household Waste	Quarterly	Higher	↑	G
Killed & Seriously Injured	Rolling 12 months	Lower	↔	A¹
Victim Based Crime	Rolling 12 months	Lower	↑	Annual – Commentary added

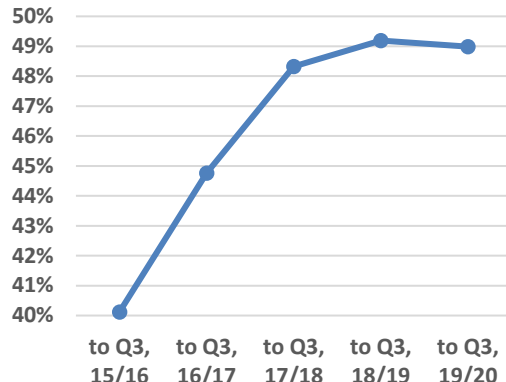


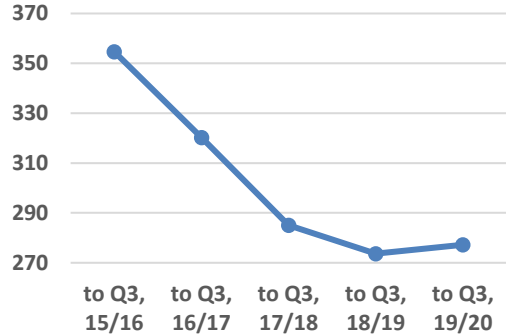
Vision Outcome: Prosperous		GM Priority: A thriving and productive economy in all parts of Greater Manchester		Place Priority: Growth and Innovation																														
Headline Indicator: Employment Rate ¹				<div><div><div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div></div></div><div>Link between Vision Outcomes, Place Priorities and GM Priorities</div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div></div></div><div>Oct 14- Sep 15</div><div>Oct 15- Sep 16</div><div>Oct 16- Sep 17</div><div>Oct 17- Sep 18</div><div>Oct 18- Sep 19</div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div></div></div><div>At the end of September 2019, Bolton's employment rate was: 2.9 percentage points lower than GM 5.9 percentage points lower than UK Bolton's employment rate has slowed when comparing with GM. Bolton's employment figures have sustained over 69% since September 2014, hence a sustaining Direction of Travel. The current employment rate of 69.9% is 1.1percentage point from target, hence an Amber RAG rating in Quarter 3.</div></div></div><tr><td colspan="2" rowspan="4"><div>69.7%</div><div>of Bolton's residents² were in employment, September 2019</div><div>a 1.4 percentage point decrease from Quarter 2, 2019/20 (June 2019: 71.1%)</div><div>a 1 percentage point decrease from a year earlier (September 2018: 70.7%)</div></td><td>Good is: Higher</td><td>↔</td><td>A</td></tr><tr><td colspan="2">Baseline: 69.9% (Sep 2015)</td></tr><tr><td colspan="2">Targets: 71% @ 2020 To National Average by 2030</td></tr><tr><td colspan="2"></td></tr><tr><td colspan="4">Commentary</td><td colspan="2"></td></tr><tr><td colspan="6"><div><div>From August to December the Bolton Council Community Learning provision, delivered by Bolton College, has delivered 3 Sector Based Work Academies with local employers (Keoghs, Aldi and Recode Digital). These SBWA have supported 43 unemployed residents with pre-employability training resulting in 19 confirmed job outcomes to date. The College carries out an annual Progression and Destination Data collected to report on learners from previous year (18-19). Out of 1304 residents that did not return to learning this year a sample yield of 41% were successfully contacted. Out of these 535 residents 29% reported gaining a job, 15% went on to study elsewhere, 4% into voluntary work and 9% continue looking for work. The full report will be available for quarter 4.</div><div>The Community Learning provision employs a dedicated job coach, and since September 2019, 161 unique learners benefited from job seeking support. This quarter 10 have gone on to paid employment and 3 on to voluntary work. Improved tracking of referrals from JCP and Working Well have been put in place to enable reporting on activity and outcomes. During quarter 3, the Workshop Bolton Council has supported 132 residents, all gaining an accredited qualification and 24 benefitting from work experience. To date of the 132 the following outcomes have been achieved: 20 job starts, 2 apprenticeships, 1 traineeship and sustained education). Team Bolton partners Bolton at Home and Ingeus Work and Health Programme will report on end of year job outcomes in quarter 4.</div></div></td></tr><tr><td colspan="6"><div><div><div>¹Ambition is to increase the employment rate. Target included in Bolton's Economic Strategy.</div><div>²Bolton residents aged 16-64</div><div>Source: ONS annual population survey</div><div>Frequency: Quarterly</div></div></div></td></tr></div></div></div></div></div></div>		<div>69.7%</div> <div>of Bolton's residents² were in employment, September 2019</div> <div>a 1.4 percentage point decrease from Quarter 2, 2019/20 (June 2019: 71.1%)</div> <div>a 1 percentage point decrease from a year earlier (September 2018: 70.7%)</div>		Good is: Higher	↔	A	Baseline: 69.9% (Sep 2015)		Targets: 71% @ 2020 To National Average by 2030				Commentary						<div><div>From August to December the Bolton Council Community Learning provision, delivered by Bolton College, has delivered 3 Sector Based Work Academies with local employers (Keoghs, Aldi and Recode Digital). These SBWA have supported 43 unemployed residents with pre-employability training resulting in 19 confirmed job outcomes to date. 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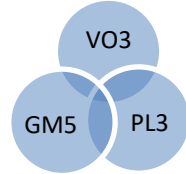
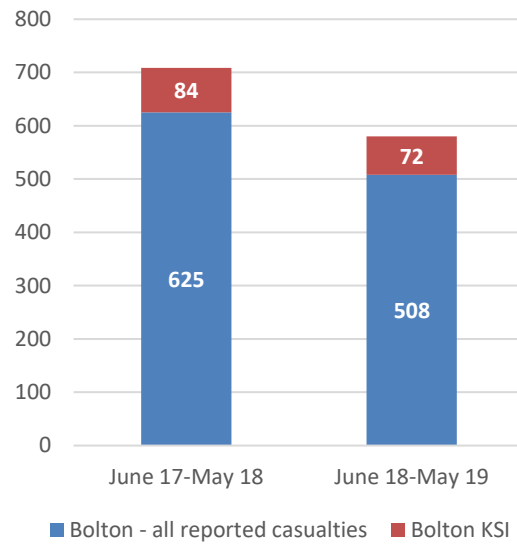
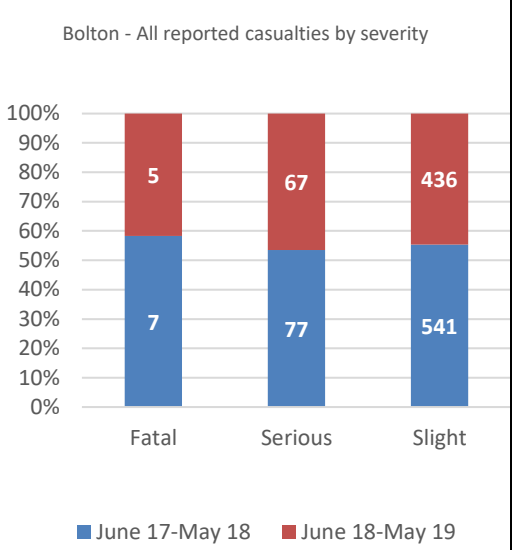
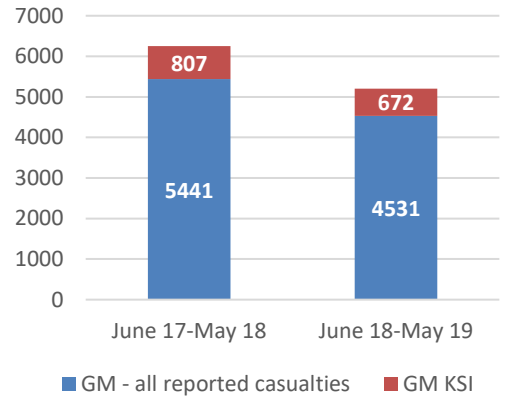
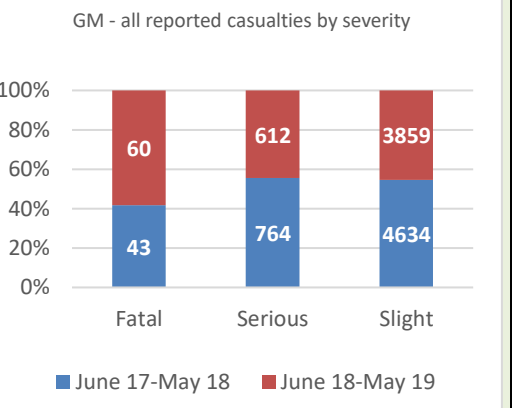
Vision Outcome: Prosperous		GM Priority: A thriving and productive economy			Place Priority: Growth and Innovation												
Headline Indicator: Business Growth Rate					 <table><caption>Average annual growth rate in total businesses in Bolton</caption><thead><tr><th>Period</th><th>Growth Rate (%)</th></tr></thead><tbody><tr><td>2004-2014</td><td>0.9%</td></tr><tr><td>2005-2015</td><td>1.2%</td></tr><tr><td>2006-2016</td><td>1.6%</td></tr><tr><td>2007-2017</td><td>1.5%</td></tr></tbody></table>			Period	Growth Rate (%)	2004-2014	0.9%	2005-2015	1.2%	2006-2016	1.6%	2007-2017	1.5%
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The average annual growth rate in total businesses in Bolton is 1.5% per annum in 2007-2017¹ a 0.6 percentage point increase from baseline (2004-2014) a 0.3 percentage point increase from 2005-2015 (1.2%) a 0.1 percentage point decrease from 2006-2016 (1.6%)		Good is: Higher		G													
		Baseline: 0.9% pa (2004-2014)															
		Target: 0.75% pa by 2020 1.2% pa by 2030															
		 <p>Link between Vision Outcomes, Place Priorities and GM Priorities</p>			The table above shows the average annual growth rate in total businesses in Bolton												
Supporting Indicator: New Business Start-Ups					Latest Update: Quarter 4												
The average annual growth rate in new business start-ups in Bolton is 5.8% per annum in 2007-2017¹ a 4.7 percentage points increase from baseline (2004-2014) a 3.5 percentage points increase from 2005-2015 (2.3%) a 1.7 percentage points increase from 2006-2016 (4.1%)		Good is: Higher		G	 <table><caption>Average annual growth rate in new business start-ups in Bolton</caption><thead><tr><th>Period</th><th>Growth Rate (%)</th></tr></thead><tbody><tr><td>2004-2014</td><td>1.1%</td></tr><tr><td>2005-2015</td><td>2.3%</td></tr><tr><td>2006-2016</td><td>4.1%</td></tr><tr><td>2007-2017</td><td>5.8%</td></tr></tbody></table>			Period	Growth Rate (%)	2004-2014	1.1%	2005-2015	2.3%	2006-2016	4.1%	2007-2017	5.8%
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Target: 2% pa by 2020 3% pa by 2030																	
 <p>Link between Vision Outcomes, Place Priorities and GM Priorities</p>																	
					Average annual growth rate in new business start-ups in Bolton												
Commentary In terms of business growth, for the period October to December 2019, the Business Growth Hub Team liaised with 31 businesses. Business Bolton Team engaged with approx. 50 established businesses during this period on a range of support, including, Town Centre Grant scheme, Recruitment, Business Support and Property Searches. The Team also dealt with 20 business start-up enquiries, ensuring that they got the relevant information in terms of Business Rates, Regulatory Services, Ask Bolton Libraries Information Service, property searches and then to linking them up with on-going support through delivery of the New Enterprise Allowance Programme and Start Smart scheme, which are run by People Plus and the Business Growth Hub respectively and provide assistance to Start Up Businesses. On the Start Smart Programme, there were 33 Starts on scheme, 16 Trading starts and 13 businesses reaching 26 weeks trading.																	
¹ Latest data. A rolling ten year growth rate average. Source: Business Demography (ONS)					Frequency: Annual ² Targets included in Bolton's Economic Strategy												


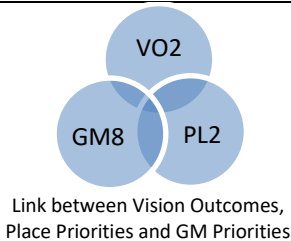
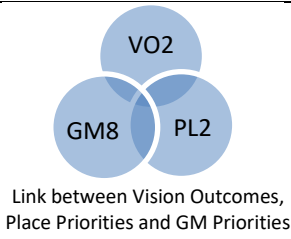
Vision Outcome: Prosperous		GM Priority: Good jobs, with opportunities for people to progress and develop		Place Priority: Growth and Innovation		
Headline Indicator: Level 4 Qualifications				 <p>At the end of December 2018, Bolton's Level 4 attainment was: 3.6 percentage points lower than GM 6.5 percentage points lower than UK</p> <p>Bolton's Level 4 attainment has sustained over 32% since 2016.</p> <p>The targets² for 2020 and 2030 have already been exceeded; hence a sustaining Direction of Travel, and a Green RAG rating.</p> <p>The table to the left shows the % of Bolton residents qualified to at least Level 4.</p>		
32.7% of Bolton's residents¹ were qualified to at least Level 4 in December 2018 a 7.2 percentage point increase from the baseline (2014) a 2.2 percentage points increase since 2015 a 0.9 percentage points decrease since 2016 a 1.6 percentage		Good is: Higher	↑			G
		Baseline: 25.5% (Dec 2014)				
		Targets ² : 27.5% by 2020 32.5% by 2030				
		<p>Link between Vision Outcomes, Place Priorities and GM Priorities</p> 				
Headline Indicator: Level 2 Qualifications				 <p>At the end of December 2018, Bolton's Level 2 attainment was: 3.9 percentage points lower than GM 6.1 percentage points lower than UK</p> <p>Bolton's Level 2 has attainment improved since baseline with the target² for 2020 exceeded. However, the gap is widening with the 2030 target; hence a sustaining DOT , and an Amber RAG rating.</p> <p>The table to the left shows the % of Bolton residents qualified to at least Level 2.</p>		
68.8% of Bolton's residents¹ were qualified to at least Level 2 in December 2018 a 0.5 percentage points increase from the baseline (2014) a 2.4 percentage points decrease since 2015 a 3.5 percentage points decrease since 2016 a 2.2 percentage		Good is Higher	↔			A
		Baseline: 68.3% (Dec 2014)				
		Targets: 69% by 2020 To UK average by 2030				
		<p>Link between Vision Outcomes, Place Priorities and GM Priorities</p> 				
Commentary: Team Bolton partners now actively contribute to the strategic planning of curriculum with Bolton College, providing advice about the needs of the residents that they represent. This contribution aims to shape a workforce responsive to local need and GM priorities for growth. From August to December 2019 Bolton Council Community Learning, delivered by Bolton College, supported 1,857 unique residents(19+). To date this has generated 2910 course enrolments, of which 41% are skills acquisition for work and enterprise which is the provision priority. Improved digital literacy represents 14% of the provision and 21% ESOL, English and Maths; all essential skills for life and work. During quarter 3 the Council has successfully procured Digital Inclusion Funding to widen the participation of digital literacy with residents. The post is expected to start in partnership with Bolton at Home during quarter 4 and will report back on activity and outcomes.						
¹ % is a proportion of resident population of area aged 16-64		² Targets included in Bolton's Economic Strategy		Source: ONS annual population survey Frequency: Annual		

Vision Outcome: Prosperous		GM Priority: Safe, decent and affordable housing			Place Priority: Connected Neighbourhoods		
Headline Indicator: Additional Dwellings					Supporting Indicator: Band D and above properties ²		
544¹ net housing completions¹ in 2018/19 513 net housing completions in 2015/16 438 net housing completions in 2016/17 483 net housing completions in 2017/18 Figures show a dip in net housing completions in 2016/17, but an increase in completions through 2017/18 to end 2018/19, hence Direction of Travel as improving and a Red RAG rating.	Good is Higher	↑	R	In Bolton, there has been an annual increase of 135 properties in Council Tax Banding D and above. June 2018 – 20,246 properties June 2019 – 20,381 properties The number of properties in the higher valued housing bands has increased over a 12 month period, showing the increase in quality housing delivery within the Borough.	Good is Higher	↑	G
	Baseline: 513 (2015/16)		Baseline: 20,246 properties in Council Tax Banding D and above (June 2018)				
	Target: 694 net completions		Targets: No target set				
	Link between Vision Outcomes, Place Priorities and GM Priorities 		Link between Vision Outcomes, Place Priorities and GM Priorities 				
Commentary Development of Phase 1 – The Housing Delivery Plan launch took place in November with over 50 developers and investors attending. A soft market testing exercise was completed on the Council owned sites included as a phase 1 delivery of the Housing Delivery Plan and a number of developers have indicated an interest in bringing sites forward for development. Clarification of requirements from Homes England on funding criteria and process for submitting a bid for Small Sites Fund is being sought.							
¹ 'Net housing completions' – total of new houses/apartments added though new build, changes of use or conversion minus losses through demolition of houses, re-development or losses from changes of use. ² Target is included in Economic Strategy. Source: DCLG Frequency: Annual							

Vision Priority: Strong and Distinctive		GM Priority: A green city region and high-quality culture and leisure offer for all			Place Priority: Growth and Innovation			
Headline Indicator: Visitor Economy					Headline Indicator: Tourism Jobs			
Visitor Expenditure in Bolton in 2018 was £467.1m a £46.7m increase from baseline (2015) a £28.2m increase from 2017 The 2018 target has been exceeded, and the visitor economy growing year on year; hence an improving Direction of Travel and a Green RAG rating.	Good is: Higher	↑	G	5,449	Good is: Higher	↑	A	
	Baseline: £420.4m (2015)			FTE jobs were supported by the Tourism industry in Bolton in 2018	Baseline:5,177 FTE Jobs (2015)			
	Target: £433m (2018) ¹			272 more than baseline (2015)	Target: 5,700 FTE Jobs (2018) ¹			
	 Link between Vision Outcomes, Place Priorities and GM Priorities			222 more than 2017 This is against a target of 5,700 FTE tourism jobs; hence an Amber RAG rating and a sustaining Direction of Travel. N.B. although Bolton is ambitious in its annual events programme and delivers a robust Business Bolton Programme, it is difficult to influence the number of FTEs in this industry.	 Link between Vision Outcomes, Place Priorities and GM Priorities			
Commentary:								
During Q3, the traditional, Leverhulme Fireworks display took place in early November. An established partnership between Bolton Council and the Operation Treacle – Safe4Autumn team. The event attracts over 12,000 residents and is one of the Borough’s best attended free events. November also saw a return of the ever popular, family friendly Christmas Lights Switch On. Signifying the start of late-night shopping in the town centre and a pre-cursor to the longer Winter Festival, the switch on embraces a very traditional format, celebrating community and professional acts and includes a high-profile celebrity to switch the lights on. The end of the quarter saw the return of Bolton’s Winter Festival, a four-week programme of events and activities including large, covered, real ice rink, a Santa’s Grotto, Family Zone and festive tepee. The event attracted thousands of residents and achieved excellent sales figures whilst also offering free skating sessions to all Bolton schools. In December, the Albert Halls Christmas Pantomime – Aladdin – attracted record numbers of customers through its doors and received excellent media coverage.								
¹ Targets relate to 2018 data – which will be released at the start of 2020. Data Source: Global Tourism Solutions Frequency: Annual Indicators included in Bolton’s Economic Strategy								

Vision Outcome: Strong and Distinctive		GM Priority: A green city region and a high-quality culture and leisure offer for all		Place Priority: Connected Neighbourhoods													
Headline Indicator: Recycling Rate				<div>Q1,Q2 & Q3 Cumulative Recycling Rate</div>  <table border="1"><thead><tr><th>Period</th><th>Rate</th></tr></thead><tbody><tr><td>to Q3, 15/16</td><td>40.11%</td></tr><tr><td>to Q3, 16/17</td><td>44.99%</td></tr><tr><td>to Q3, 17/18</td><td>48.99%</td></tr><tr><td>to Q3, 18/19</td><td>48.99%</td></tr><tr><td>to Q3, 19/20</td><td>48.99%</td></tr></tbody></table>		Period	Rate	to Q3, 15/16	40.11%	to Q3, 16/17	44.99%	to Q3, 17/18	48.99%	to Q3, 18/19	48.99%	to Q3, 19/20	48.99%
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Bolton's Cumulative¹ Recycling Rate for Quarters 1, 2 & 3, 2019/20 is 48.99%² an 8.88 percentage points increase from baseline (2015/16)		Good is: Higher	↑	G													
		Baselines: 40.11% (Q1, Q2 % Q3 ¹ 2015/16) 36.80% (Quarter 3, 2015/16)															
Bolton's Recycling Rate for Quarter 3 2019/20 is 45.0%² an 8.2 percentage points increase from baseline (2015/16)		 Link between Vision Outcomes, Place Priorities and GM Priorities															
		In Quarter 3, 2019/20 Bolton's cumulative ¹ recycling rate is: 4.23 percentage points higher than Q1, Q2 & Q3 2016/17 0.79 percentage points higher than Q1, Q2 & Q3 2017/18 0.17 percentage points lower than Q1, Q2 % Q3 2018/19 The recycling rate is improving year on year, hence an improving Direction of Travel.															
Supporting Measure: Household Waste																	
Cumulative¹ household waste tonnage collected in Quarters 1, 2 & 3, 2019/20 is 277.21 kg² per household a decrease of 77.49 kg from baseline (2015/16)		Good is: Lower	↑	G													
		Baselines: 354.70 kg (Q1, Q2 & Q3 ¹ 2015/16) 93.00 kg (Quarter 3, 2019/20)															
Household waste collected for Quarter 3 is 93.00 kg² per household a decrease of 26.02 kg from baseline (2015/16)		 Link between Vision Outcomes, Place Priorities and GM Priorities															
		<div>Q1,Q2 & Q3 Cumulative kgs per Household</div>  <table border="1"><thead><tr><th>Period</th><th>Tonnage</th></tr></thead><tbody><tr><td>to Q3, 15/16</td><td>354.70 kg</td></tr><tr><td>to Q3, 16/17</td><td>322.21 kg</td></tr><tr><td>to Q3, 17/18</td><td>286.71 kg</td></tr><tr><td>to Q3, 18/19</td><td>286.71 kg</td></tr><tr><td>to Q3, 19/20</td><td>286.71 kg</td></tr></tbody></table>			Period	Tonnage	to Q3, 15/16	354.70 kg	to Q3, 16/17	322.21 kg	to Q3, 17/18	286.71 kg	to Q3, 18/19	286.71 kg	to Q3, 19/20	286.71 kg	
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In Quarter 3, 2019/20 the cumulative ¹ kgs of household waste collected per household is: 43.01 kgs less than 2016/17 7.85 kgs less than 2017/18 3.39 kgs more than 2018/19 Though a very slight increase in cumulative household waste tonnages from 2018/19, the Direction of Travel is still deemed as improving.																	
Source: Wasteflow. Figures may alter slightly, following data validation checks.		¹ Cumulative – Quarters 1, 2, 3 combined		² Q2 figures are provisional and may therefore alter slightly, following data validation checks.													

Vision Outcome: Strong and Distinctive			GM Priority: Safe and Stronger communities		Place Priority: Connected Neighbourhoods	
Headline Indicator: Killed and Seriously Injured						
In the 12 months ending May 2019*, there were 72 KSI casualties in Bolton from 508 reported casualties 22 KSI casualties less than baseline, and 15 more than the 2020 forecast 117 reported casualties less than the 12 months ending May 2018 Judged as Amber as no substantial change since baseline.	Good is: Lower	↔	A			
	Baseline ¹ : 94 Forecast ² : 57 by 2020					
	Link between Vision Outcomes, Place Priorities and GM Priorities 					
						
						
In the 12 months ending May 2019*, there were 672 KSI casualties across GM from 4,531 reported casualties In the 12 months ending May 2018 and the 12 months ending May 2019: KSI casualties in GM fell by 16.7% Overall reported casualties in GM decreased by 16.7%						
						
						
Road safety measures continue to be delivered. The Road Safety Ambassadors Programme has been refreshed this quarter where road safety awareness and practical safety techniques are taught within primary schools across Bolton. Over 40 primary schools currently take part in this successful scheme.						
Notes						
Source: TfGM Casualty Statistics Frequency: Rolling 12 month periods *2019 data so far is provisional until the end of year process is complete Baseline ¹ : Average of 2005-2009 KSI casualties Forecast ² : 40% reduction on base in line with DfT national central projection						

Vision Outcome: Create a safe and welcoming Bolton			
Headline Indicator: Victim Based Crime			
In the rolling 12-month period ending June 2019, there were: 28,415 victim based crimes in Bolton 269,747 victim based crimes across GMP	Good is: Lower		
	Baseline: TBC		
			
The 'IRIS' domestic violence support service delivered via GP surgeries, reached the milestone of its 1000 th referral in quarter three. One-third of all referrals for the five years of the project have been received within the last twelve months. The training delivered to GPs and surgery staff in recognising the signs of domestic abuse and establishing a dedicated referral route for support has led to hundreds of positive outcomes for victims and their families. During quarter three, the Early Intervention Youth Fund Project, which aims to support young people at risk of serious violence (either perpetrating or becoming a victim) and provides twelve weeks of individual mentoring and support became fully subscribed with an extensive waiting list within months of its initial launch. This demonstrating the evidence of need for this project and just how vital it is in addressing issues of youth violence. This is just one project of a suite of activity to tackle and prevent violent crime, funded by £300,000 from the Combined Authority. Other projects aiming to prevent and tackle violence through the use of this fund include the employment of a safer schools officer to assist in information flows to & from schools relating to incidents of violence; widening the use of clinical supervision to support officers working with young people who have experienced trauma linked to violence; and other projects delivered through schools and designed to improve confidence and resilience amongst young people who may be vulnerable to involvement in violent crime.			
Supporting Indicator: Hate Crime			
In the rolling 12-month period ending June 2019, there were: 832 recorded hate crimes ^{1,2} in Bolton 8,912 recorded hate crimes across GMP	Baseline: TBC		
The 'IRIS' domestic violence support service delivered via GP surgeries, reached the milestone of its 1000 th referral in quarter three. One-third of all referrals for the five years of the project have been received within the last twelve months. The training delivered to GPs and surgery staff in recognising the signs of domestic abuse and establishing a dedicated referral route for support has led to hundreds of positive outcomes for victims and their families. During quarter three, the Early Intervention Youth Fund Project, which aims to support young people at risk of serious violence (either perpetrating or becoming a victim) and provides twelve weeks of mentoring and support became fully subscribed with an extensive waiting list within months of its initial launch. This demonstrating the evidence of need for this project and just how vital it is in addressing issues of youth violence. This is just one project of a suite of activity to tackle and prevent violent crime, funded by £300,000 from the Combined Authority. Other projects aiming to prevent and tackle violence through the use of this fund include the employment of a safer schools officer; widening the use of clinical supervision to support officers working with young people who have experienced trauma linked to violence; and other projects delivered through schools and designed to improve confidence and resilience amongst young people who may be vulnerable to involvement in violent crime.			
¹ This figure includes victim based hate crime		² Higher because of historic under-reporting	
Source: This data is owned by Greater Manchester Police and is reported through Bolton's Be Safe Strategic Partnership.			

Appendix 1 -

Performance Dashboard 2018/19 – Glossary of Vision Outcomes, Greater Manchester Priorities and Directorate Priorities

Bolton Vision Outcomes		People Services Priorities	
VO1	Prosperous	PS1	Our children are safe, healthy and active
VO2	Strong and Distinctive	PS2	Our children arrive at school ready to learn & develop
VO3	Clean and Green	PS3	Our children have skills and aptitudes to make their way in the world
VO4	Starting Well	PS4	Our Looked After Children aspire and achieve
VO5	Living Well	PS5	People in Bolton stay well for longer and feel more connected in their communities
VO6	Ageing Well	PS6	People can exercise choice and control, and live independently
		PS7	People in Bolton live longer and healthier lives and stay well
		PS8	Reducing poverty amongst families and children
GM Priorities		Place Priorities	
GM 1	Children starting school ready to learn	PL1	Engagement and Improvement
GM 2	Young people equipped for life	PL2	Connected Neighbourhoods
GM 3	Good jobs, with opportunities for people to progress and develop	PL3	Sustainable Assets
GM 4	A thriving and productive economy in all parts of Greater Manchester	PL4	Strong & Resilience Resources
GM 5	World class connectivity that keeps Greater Manchester moving	PL5	Growth & Innovation
GM 6	Safe, decent and affordable housing		
GM 7	A green city region and a high-quality culture and leisure offer for all		
GM 8	Safe and strong communities		
GM 9	Healthy lives, with good care available for those that need it		
GM 10	An age-friendly Greater Manchester		