Corporate Performance Dashboard

Quarter 1 - 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 1 (2020/21). This dashboard is part of our corporate business planning process which includes our corporate plan.

In 2018, our corporate business planning process undertook a refresh, embedding a both a Corporate Plan and Dashboard which would be reported and challenged quarterly. This refresh was in light of an LGA Peer Review 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.

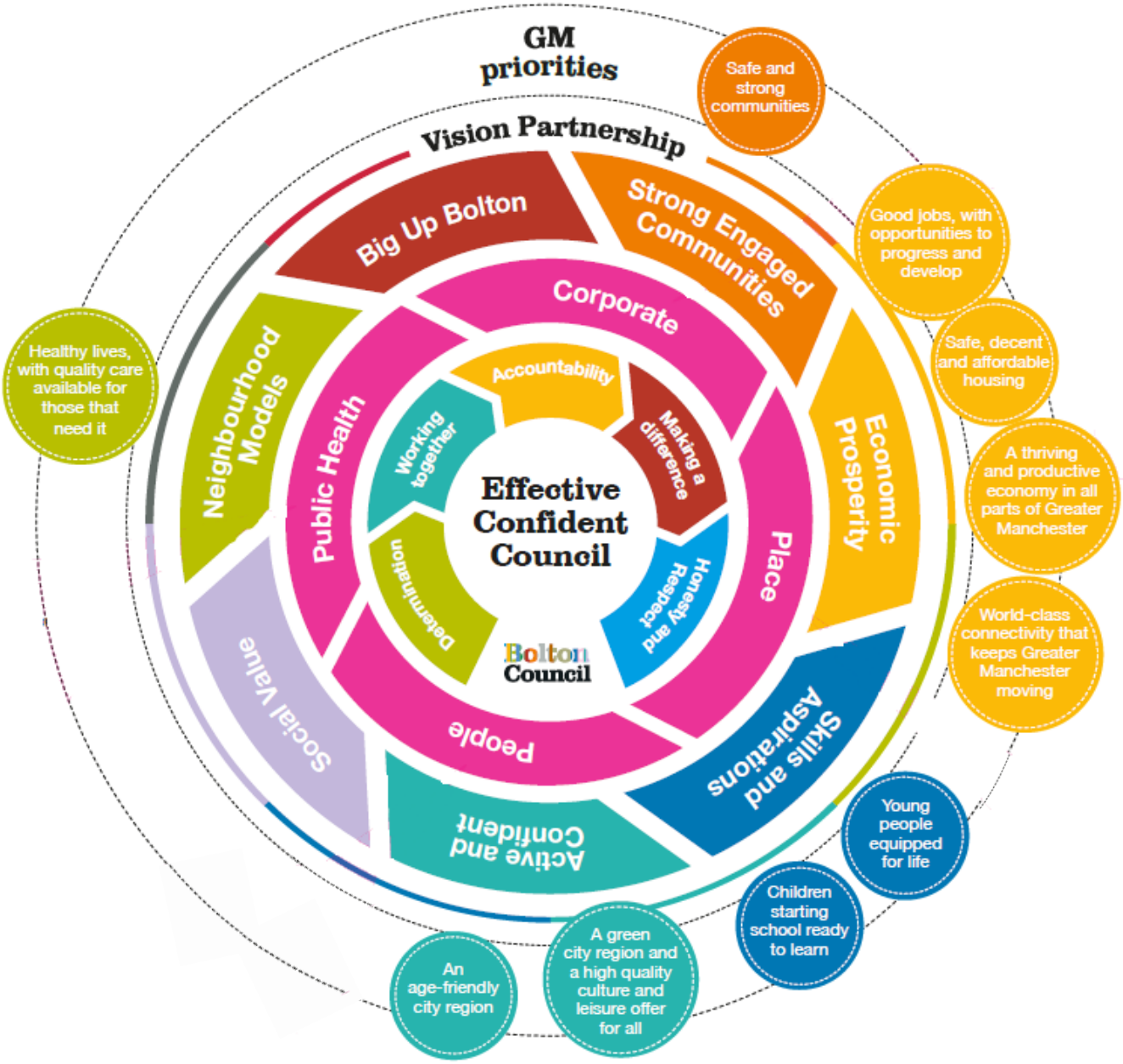
The Bolton Council Performance Framework ensures that the Council's visions and priorities highlighted in Bolton2030 are translated in to clear plans and measurable outcomes to be delivered by the directorates within the organisation.

As the Council's Performance Framework continues to be worked and improved upon, the group responsible for maintaining this document intend to embed new aspects to enhance reporting and allow for more intelligence based decision making.

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

Covid-19 has meant that we have seen a change in how we operate and do business and as such, the corporate dashboard reflects this, particularly where servicers were hibernated. However, as we begin to reactivate our services, the Council is still looking to ensure we work towards achieving our targets set out within the Corporate Dashboard. albeit, this might mean working differently to achieve these.

To signify the Councils response to Covid-19, key pieces of work undertaken within each directorate has been included within the dashboard.



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 Councils 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

Improving

The same

Worsening

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 1, 2020/21
- 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	↑	G

Chief Executive's response to Covid-19

Below is a list of the some of the key work(s) the Chief Executive's directorate has undertaken in response to Covid-19;

- Ensured the Contact Centre remained open, receiving over 4500 calls to our helpline in the last three months
- Working with partners to deliver over 2300 food parcels to our residents as part of our humanitarian response
- Developed and maintained the Councils website, seeing over 16,000 web hits to the Covid page
- Taken on over 1800 referrals to our HUB service
- Made over 14,000 calls to our shielded residents, ensuring they were given appropriate advice and information
- Ensured Council staff and elected members can work efficiently from home
- Changed how we undertake our committee meetings, moving to a virtual environment
- Developed a Covid-19 resilience pot via Bolton's fund, to support the VCSE
- Taken on over 200 volunteers to support our residents
- Supported local businesses throughout the borough, giving them access to eligible discounts and reliefs
- Developed guidance and materials for our staff and residents in response to Covid-19
- Undertake appropriate risk assessment of Council buildings, ensuring they are set up to reflect government guidance

Vision Outcome: Strong and Distinctive	**GM Priority:** A thriving and productive economy in all part of Greater Manchester

Headline Indicator: Stage 1 Complaints

In Quarter 1 2020/21[1]

There were

181

Total stage 1 complaints received[1]

a **17 percent decrease (218)** since Q3 19/20 (last update)
a **33.4 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** | **G**

Baseline: Q4 18/19

Target: 272 Stage 1 complaints

Link between Vision Outcomes and GM Priorities

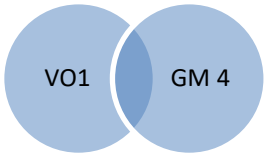
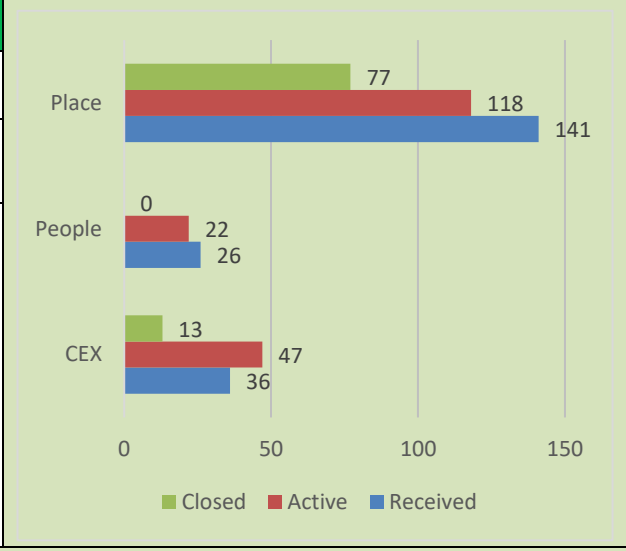


Table 1



In Quarter 1, 2020/21[1]
There were

84 Stage 1 complaints were responded to

90 Stage 1 complaints closed

187 Stage 1 complaints remain active[2]

13.3 average no. of days for a Stage 1 response (20 working days is the legal deadline)

Supporting Indicator: Stage 2 & Local Government and Social Care Ombudsman complaints

In Quarter 1 2020/21[1]

There were
8
Total Stage 2 complaints

Compared to (19) from the last update (Q3 19/20)

There were
0
Local Government and Social Care Ombudsman open complaints

Commentary

During Q1 a different process has been in place for handling and monitoring complaints to ensure that resources are appropriately assigned to frontline activity. In order to manage this and ensure a consistent approach a triage process has been introduced, which will be carried out by officers within Quality Assurance and Improvement Team for Department of People, and the Information Governance Team for all other complaints.

New complaints will be assessed on a case by case basis and categorised as:

- Issues / complaints specifically related to Covid-19
- General complaints
- High risk / urgent matters

Compared to previous quarters the number of complaints has seen a significant drop, this is likely due to the hibernation of some services during the pandemic.

1 Including complaints from within the People directorate that fell with statutory definiton

2 Active refers to those that remain open, including those that havent been closed in previous quarters

Vision Outcome: Strong and Distinctive	**GM Priority:** A thriving and productive economy in all parts of Greater Manchester

Headline Indicator: FOI requests

In Quarter 1 2020/21

There were

227 FOI requests

92.6%[1] FOIs were answered on time

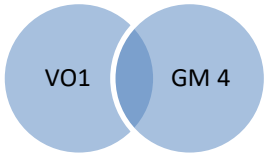
136 FOIs had a deadline which meant they should have been answered on time

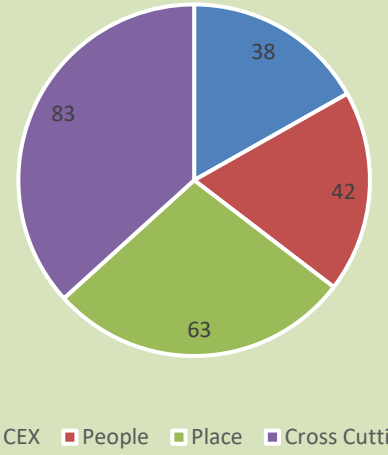
Good is: **Higher** | G

Baseline: Q4 18/19

Target: 91% FOIs answered on time

Link between Vision Outcomes and GM Priorities





The table above details the FOI's via each directorate.

The time to respond to an FOI is 20 working days unless an extension is requested

18.6 working days was the average time for a FOI response within the Q1 20/21[1]

1 working day was the quickest response time for an FOI

28 working days after the legal deadline was the slowest response time to an FOI

Supporting Indicator: Subject Access Requests (SAR)

In Quarter 1, 2020/21[2]

There were

28 SAR requests

8 of which had a legal deadline for Q1

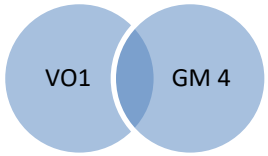
100% SAR requests were answered on time

Good is: **Higher** | G

Baseline: Q2 19/20

Target: 69.2% answered on time

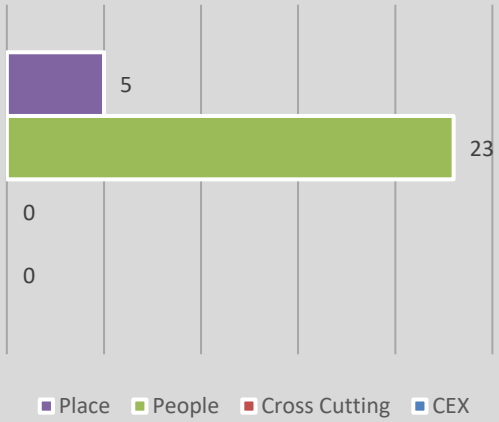
Link between Vision Outcomes and GM Priorities



The Information Governance team continue to work with service areas across the Council and the requestor to ensure that our legal responsibilities and performance standards are met.

For Freedom of Information requests new appropriate measures have been introduced to support service areas who have been asked for public information during this pandemic. The team has also introduced clear public communications so that the requestor is aware from the start of the processing their request that during this time there may be a delay.

The team continue to develop further approaches about how they handle and process Subject Access Requests. This has included more education and awareness sessions regarding redaction and what we need to consider. We are also working with social care to further support complex requests.



The table above shows the number of SARs via each directorate

[1] This is only for FOIs answered within this quarter – it may be some of the FOI's are not due and answered in the next quarter

[2] For those that had been answered in Q1 20/21 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 20/21

The projected corporate income is (£'000's):

£232,506

Council Tax: **£115,792**
Business Rates: **£116,714**

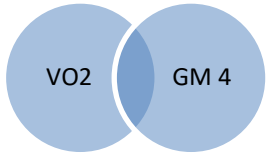
a 2.9% increase from 19/20 (£225,914)

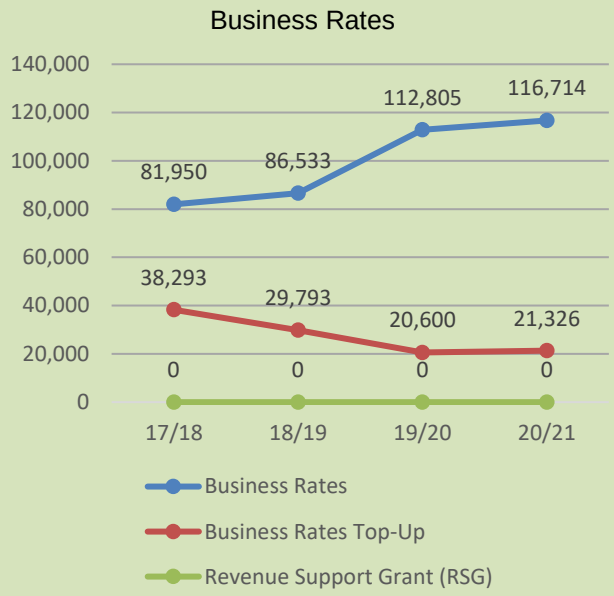
Good is: **Higher** ↑ **G**

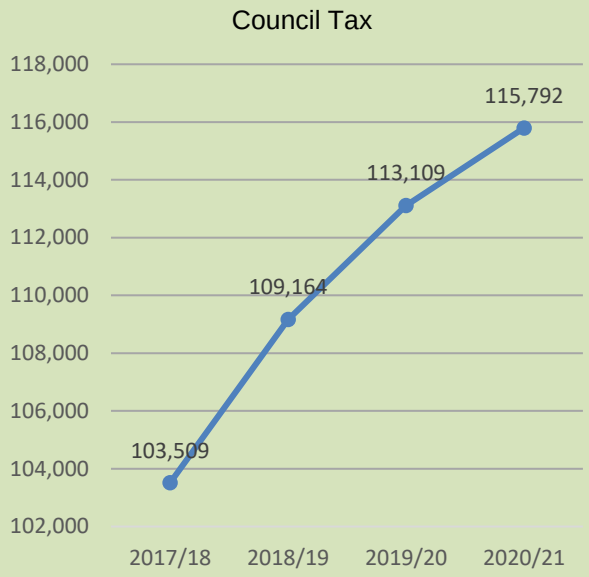
Baseline: 20/21

Target: £232,506

Link between Vision Outcomes and GM Priorities



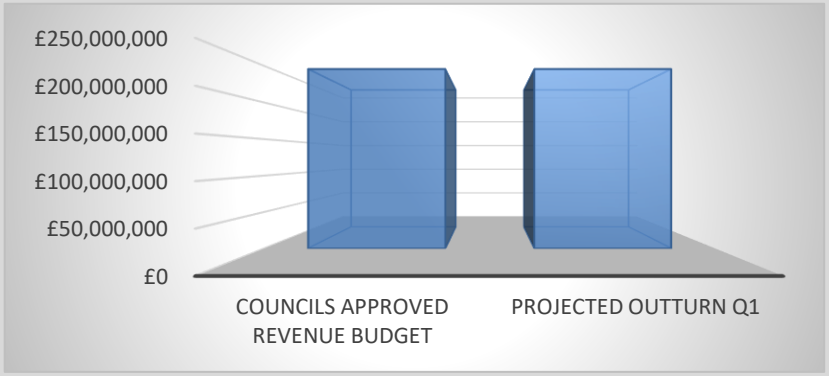




Supporting Indicator: Budget

The Council's Revenue Budget 2020/21 is
£245,396,000 after use of reserves

The Projected Outturn at Quarter 1 is
£245,396,000[1]



Commentary

There's an overall increase from 19/20 of £6,592 (2.9%) which is broadly in line with inflation.

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.

Vision Outcome: Strong and Distinctive | **GM Priority:** A thriving and productive economy in all parts of Greater Manchester

Headline Indicator: Council tax collection

For Q1 20/21

of the **£140.82m** council tax payable for 19/20

we have collected **£370.25m**

Accounting for **26.46%** of total income compared to **27.65%** for the same quarter in the previous year

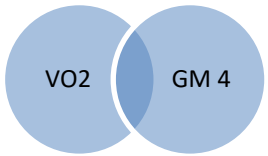
Table 1 details the collection for council tax year on year for Q1

Good is: **Higher** | **A**

Baseline: Q1 19/20

Target: 27.65% council tax collection

Link between Vision Outcomes and GM Priorities



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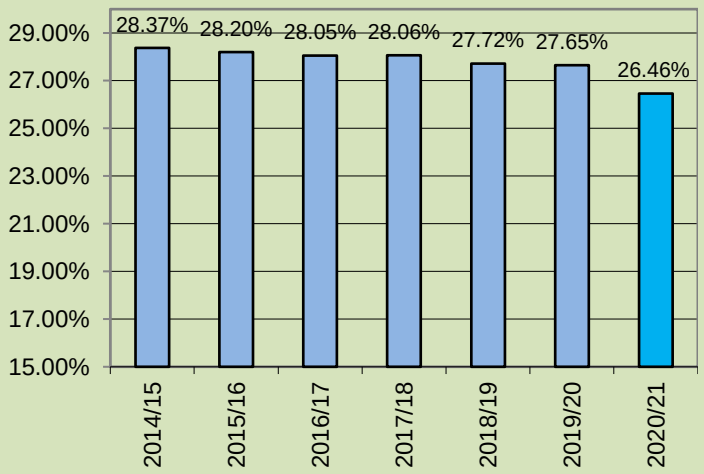


At the end of June, the collection rate is down since the previous quarter.

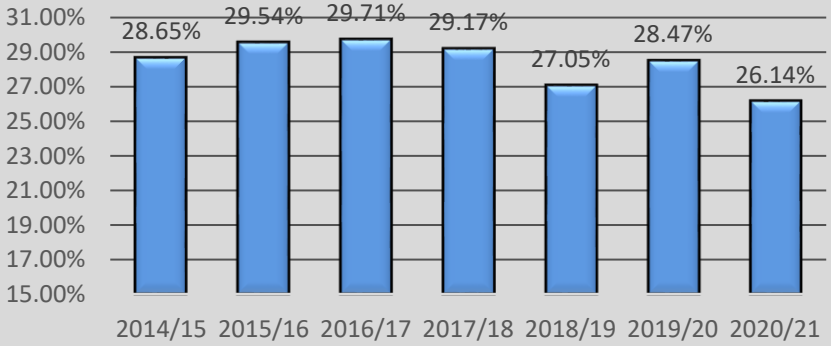
This is influenced massively by the pandemic and we have also put on hold sending reminders and other recovery letters to customers.

Supporting Indicator: Business rates collection

For Q1 20/21

At the end of Q1, we have collected
£14.1m (26.14%) **of £54.23m business rates payable for 20/21**

The table below shows the year on year collection rate percentage for Q1

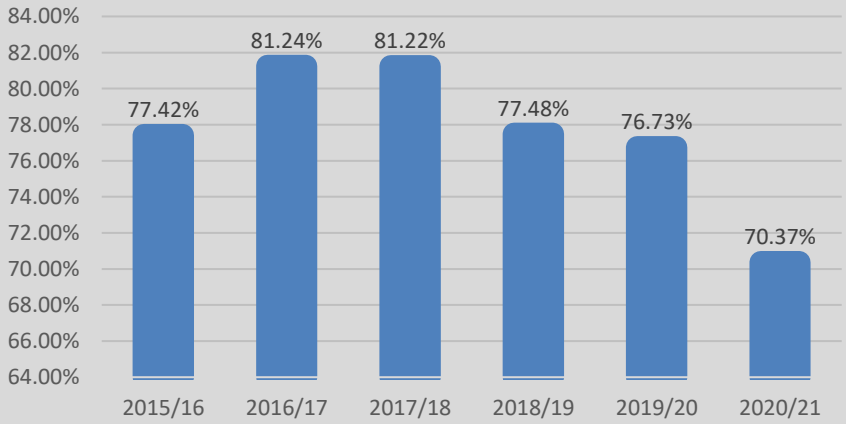


Compared to last year the busines rates payable has reduced considerably (£91.75m in June 19) due to the additional discounts and reliefs that have been brought in for businesses due to Covid.

Equally the collection rate has seen a drop and this is due to the pandemic and the hold we have put on sending reminders and other recovery letters to customers.

Accounts Receivable Collection at 30th June 2020

At the end of June 20, the balance payable is **£62.41m** (compared to £68.01m at the end of June 19).
The £62.41m is made up of previous years balances of £13.41 and £49.0m raised since 1st April 20).
At the end of June we had collected **£43.92m** (70.37%) of this.



Vision Outcome: Strong and Distinctive

GM Priority: A thriving and productive economy in all parts of Greater Manchester

Headline Indicator: Corporate Savings Programme

For 19/21

There were

£14.048m

Savings achieved as of Quarter 1[1]

Accounting for **60%** 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**

Baseline: 19/21

Target: £9.524remaining savings

Link between Vision Outcomes and GM Priorities

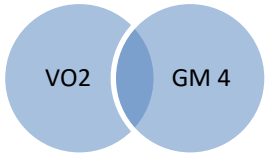
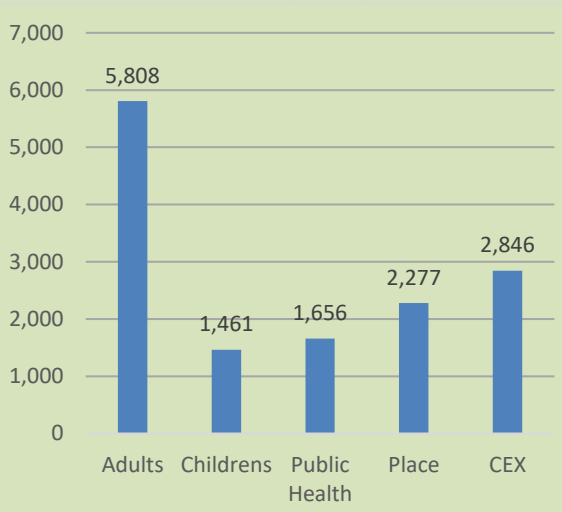


Table 1 (£'000)



Supporting Indicator: Remaining savings For 19/21

There are

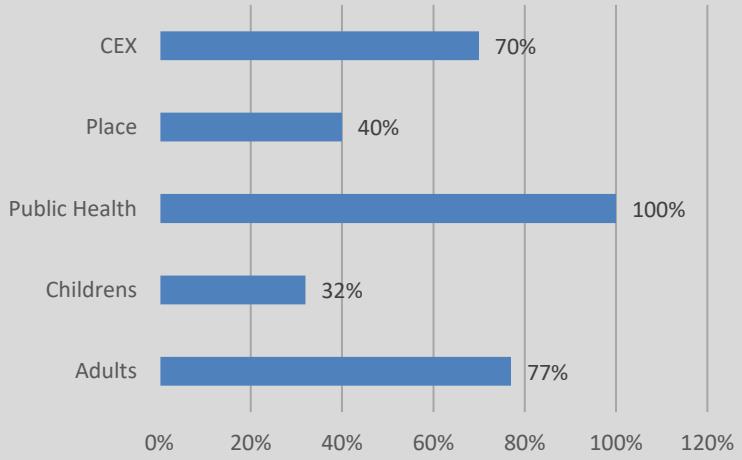
£9,524,000

remaining savings to be made for 19-21

Directorate	Still to be delivered (£'000s)	In consultation (£'000s)
Adults	1,750	0
Children's	3,129	0
Public Health	0	0
Place	3,363	60
CEX	1,222	0

Table 2 shows the percentage of savings made within each directorate for Q1 20/21

Table 2



Commentary

The savings programme for 2019/21 amounted to £23.5m. As of the end of June 2020, 60% of the programme has been delivered.

The remaining 40% of the programme has been reviewed. Based on the revised analysis 33% of the remaining programme will come forward for approval in each remaining quarter. By the end of quarter 2 both the Directorates of Public Health and Chief Executives will have achieved their savings targets in full.

Vision Outcome: Strong and Distinctive

GM Priority: Healthy lives, with good care for those that need it

Headline Indicator: Staff sickness

In Quarter 1 2020/21[1]

There were

515

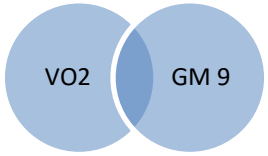
Staff absences due to sickness

a **42 percent increase (895)** since Q1 19/20

Good is: **Lower** ↑ **G**

Baseline: Q1 19/20

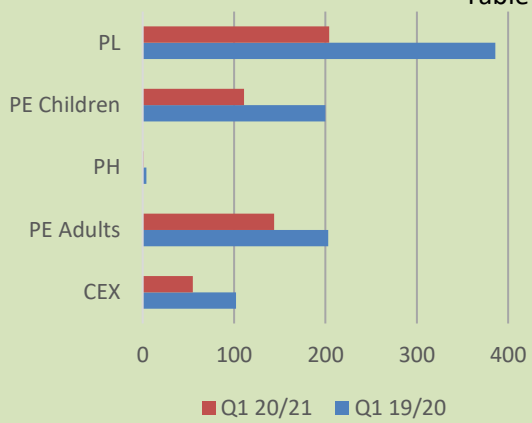
Target: 895 (Q1 19/20)



Link between Vision Outcomes and GM Priorities

Table 1 details the absences via each directorate compared to the previous year

Table 1



Supporting Indicator: Days lost per FTE

In Quarter 1, 2020/21[1]

There were

3.12

average working days lost per FTE across the whole Council

this was an increase of 1.3% compared to Q1 19/20.

43.1% of Council staff had 100% attendance for 19/20

Table 2 shows average working days lost per FTE Q1 19/20 and Q1 20/21

Table 2

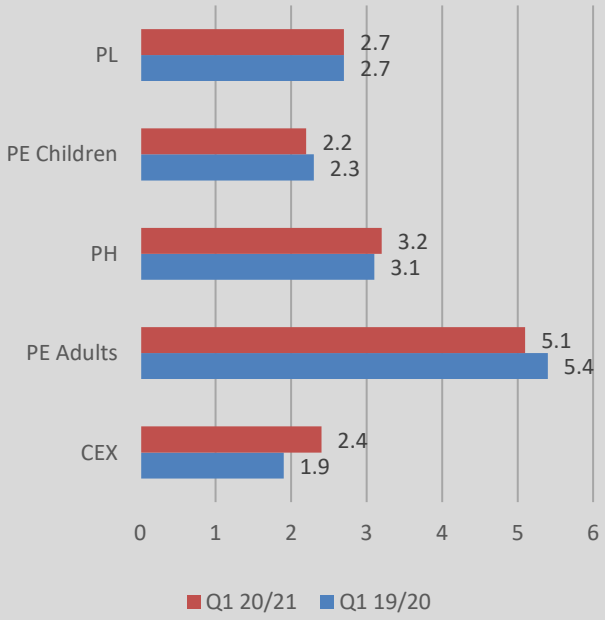
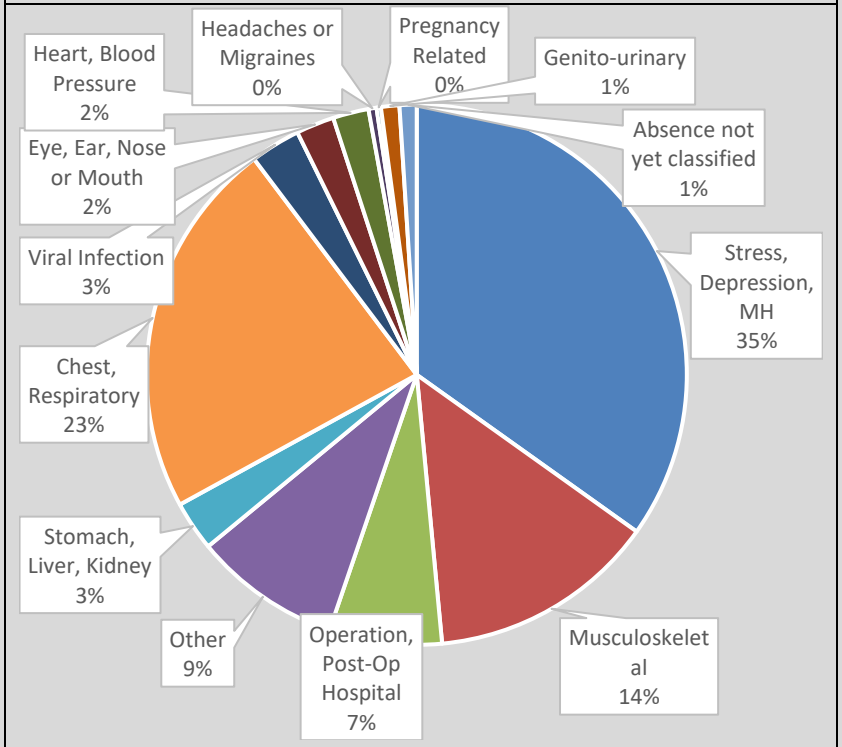


Table 3 below shows categories of sickness absence for Q1 20/21 (%)



Quarter 1 has seen a significant reduction in overall numbers of staff being absence from the workplace.

It is important to note that the first quarter of this year coincided with the outbreak of the COVID-19 pandemic and subsequent lockdown, which resulted in significant proportions of the workforce being required to either work from home or remain at home until the services they were employed in returned to normal or the staff concerned were redeployed in to other business critical functions.

Whilst the overall numbers of staff absent from work showed a significant reduction, the overall average number of working days lost per employee during quarter 1 increased slightly to 3.12 days (from 3.08% Q1 2019/20). This was as a result of the staff who were absent from work, being absent from work long term (classed as any absence in excess of 20 consecutive days)

Stress, Depression and Mental Health remains the largest single cause of absence within the workforce, accounting for 33% of all absence during quarter 1, 2020/21 followed by Chest and Respiratory at 23% and Musculo-skeletal at 14%

[1] Whole council figures not including schools

3. People Services

3.1 Summary of Headline Indicators

- The data included is for Quarter 1, 2020/21, 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	⬌	A
Long-term support needs met by admission to residential and nursing care homes	Annually	Lower	⬆	G
% YP academic age 16 and 17 NEET	Annually	Lower	⬇	R
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	⬇	Annual – Commentary added
Rate (per 10,000) of Looked After Children	Annually	Lower	⬌	Annual – Commentary added
% of all pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2 (KS2)	Annually	Higher	⬌	G
Average Attainment 8 score all pupils	Annually	Higher	⬌	A
Average Progress 8 score all pupils	Annually	Higher	⬇	A
Percentage of Primary Schools/Pupils Good or Better	Annually	Higher	⬌	G
Percentage of Secondary Schools Good or Better	Annually	Higher	⬌	R

People's response to Covid-19

Below is a list of the some of the key work(s) the People directorate has undertaken in response to Covid-19;

- Enabled schools and early years providers to offer places for keyworker children through the collation of queries, the provision of information/advice, supporting their connection to other council services to share learning / encourage consistency, and offering brokerage support to connect families to provision
- Restructured support for vulnerable families – risk assessed all, and co-ordinated a multiagency approach to supporting, vulnerable families
- Maintained regular contact with all identified vulnerable children in Bolton to monitor their wellbeing
- Worked collaboratively with partners to establish an Emotional Health Pathway for children coming out of lockdown
- Accelerated payments to early education and social care providers to help maintain a level of market stability in the commissioned / funded sector
- Delivered the Government's ICT for disadvantaged and vulnerable young people project – distributing laptops to enable home learning
- Facilitated the redeployment of staff in to the Humanitarian Hub, Care Homes and Testing sites to enable this critical function to be delivered
- Digitalised interactive briefings across partners agencies to ensure common understanding of issues and responses – adult social care / schools / early years
- Advanced estate management plans to establish the Integrated Care Partnership Hub at Castle Hill
- Worked collaboratively with Public Health, CCG & FT to creatively explore how shared data could support the Covid response
- Supported services to draw out learning and think about how this can support future business continuity

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

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.

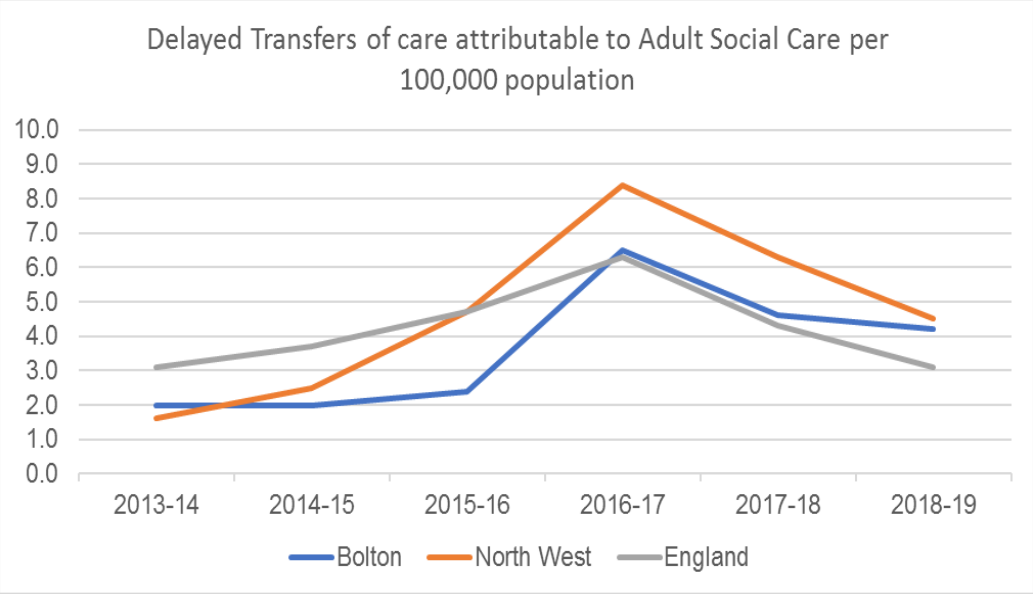
A delayed transfer of care occurs when a patient who has been assessed as ready and safe for transfer or discharge from a hospital bed, but they are still occupying such a bed.
This indicates the ability of the whole system to ensure appropriate transfer from hospital for all adults. Minimising delayed transfers of care and enabling people to live independently at home is one of the desired outcomes of social care.

Good is: Lower ⇔ A

Baseline: 4.6 (2017/18)

Target: 4.0

Link between Vision Outcomes, People Priorities and GM Priorities



The latest published annual data of the rate of delayed transfers of care attributable to adult social care (per 100,000 population) was 4.2% in 2018/19.

This is a decrease from 4.6% in 2017/18 (a reduction of 0.4%)

In comparison, Bolton's current rate is higher than the national average (3.1%) but lower than the north west average (4.5%).

Bolton is currently ranked 121 in England (4th Quartile).
Good is lower for this measure

Bolton's overall rate has fluctuated over the past two years. Bolton's rate of delayed transfers attributable to social care (ASCOF definition) is just above the national average but below the North West rate. 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. 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.

Notes

[1]Latest published data: Measures from the Adult Social Care Outcomes Framework, England 2018/19
Source: NHS England/ONS
Frequency: Annual

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

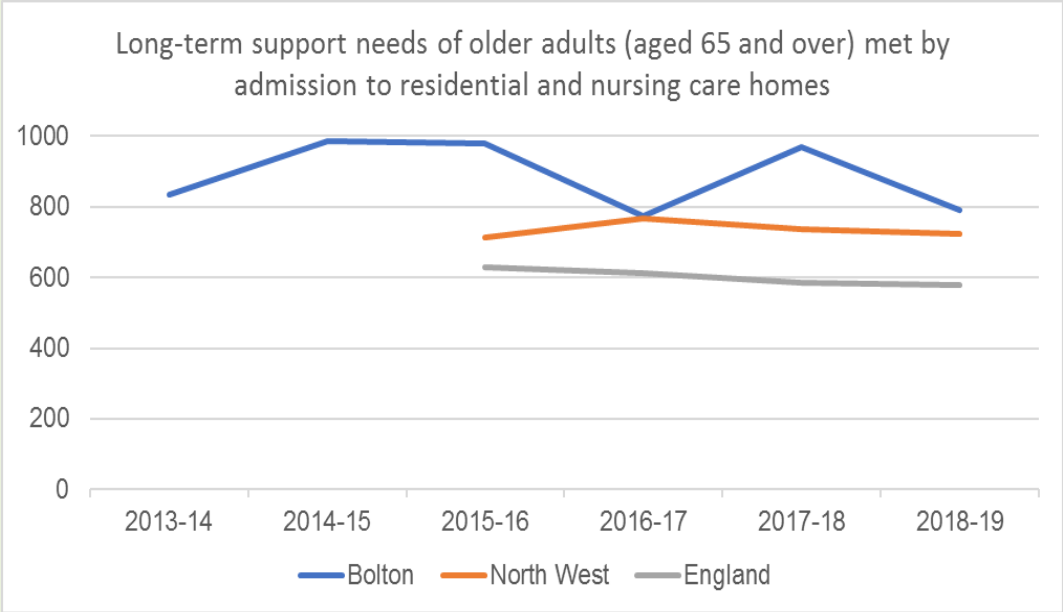
Headline Indicator: Long-term support needs met by admission to residential and nursing care homes

Good is: Lower **G**

Baseline: 971.1 (2017/18)

Target: 763.4

Link between Vision Outcomes, People Priorities and GM Priorities



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.

The latest[1] published performance on this indicator is 791.9 *(this equates to 389 older people in permanent residential care at the end of 2018/19).*

- Bolton's rate has improved since the previous year and is now closer to the North West average
- Bolton has a slightly higher rate than regional and national averages and is currently ranked 130 in England (4th Quartile).

Good is lower for this measure

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.

The rate has notably fallen in Bolton for 2018-19 and is now in line with national and comparator averages.

Notes

[1]Latest published data: Measures from the Adult Social Care Outcomes Framework, England 2018/19
Source: NHS Digital
Frequency: Annual

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

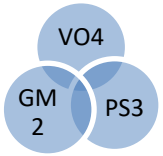
Headline Indicator: % YP academic age 16 and 17 NEET

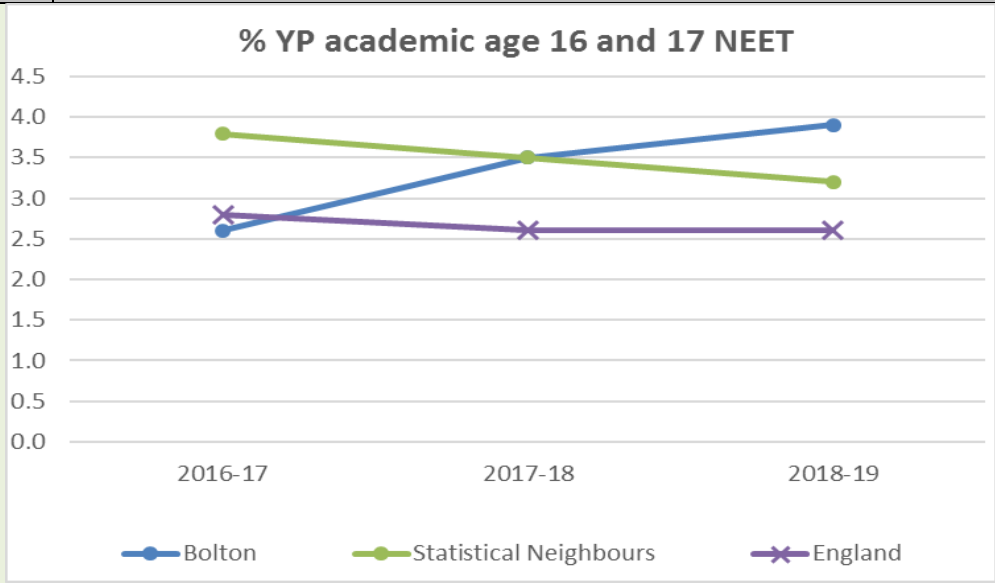
Good is: Lower | R

Baseline: 3.45 (2017)

Target: 3.0

Link between Vision Outcomes, People Priorities and GM Priorities





National / Annual Data

The NEET (Not in Education, Employment or Training) figure has increased from 3.5% in 2018 to 3.9% in 2019 which places Bolton in the 4th quintile.

The combined NEET and Not Known (NK) figure has reduced by 1% since 2018, however this is due to enhanced tracking processes resulting in the NK figure reducing from 3.8% in 2018 to 2.3% in 2019. This reduction in NK has led to an increase in the NEET figures as we are finding more young people that are NEET.

Ensuring that children and young people with the greatest risk of poor outcomes are supported to achieve their potential is a key aim of the Live Well strand of the People's Plan. Strong partnership arrangements are in place at Post 16 led by the 11-25 Team Manager.

A dedicated external adviser is attached to the schools with sixth forms who provides support and challenge via the Bolton Learning Partnership model. Connexions Bolton is a sub-contractor on the Greater Manchester (GM) European Social Fund (ESF) Skills for Growth Programme which provides opportunities to NEET young people. The Local Authority (LA) is a key partner in the Bolton Work Based Learning Network which includes work-based learning providers and Further Education colleges from the town. Strong partnership arrangements are in place with GM Higher to support our National Collaborative Outreach Programme (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.

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. The Partnership works closely with employers to support them to grow in Bolton and support the local community including recruiting local people. Our businesses span sizes and sectors and we collaborate with them on apprenticeships, entry level and above roles; upskilling existing staff and many other areas.

Notes

[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

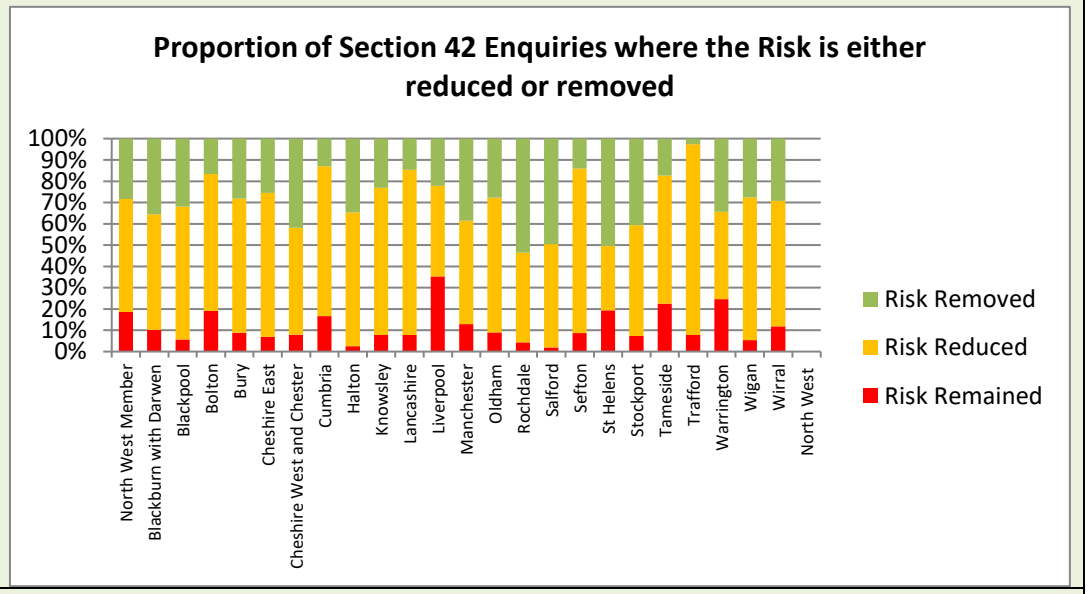
Headline Indicator: Proportion of Section 42 Enquiries where the Risk is either reduced or removed

Good is: Higher | A

Baseline: N/A

Target: N/A
GM: 84%

Link between Vision Outcomes, People Priorities and GM Priorities



This indicator measures:

The proportion of Section 42 Enquiries where the Risk is either reduced or removed

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

Bolton's latest published performance on this indicator is 75%.

In 2016/17, Bolton's performance was:

- 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

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.
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 been working with Liverpool City Council via a Peer Review of Safeguarding Adults, to share good practice and identify areas for development.

Notes

[1]Latest published data 2016/17
Source: Safeguarding Adults Return (SAR)
Frequency: Annual

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

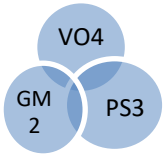
Headline Indicator: Good level of development at Early Years Foundation Stage (EYFS)

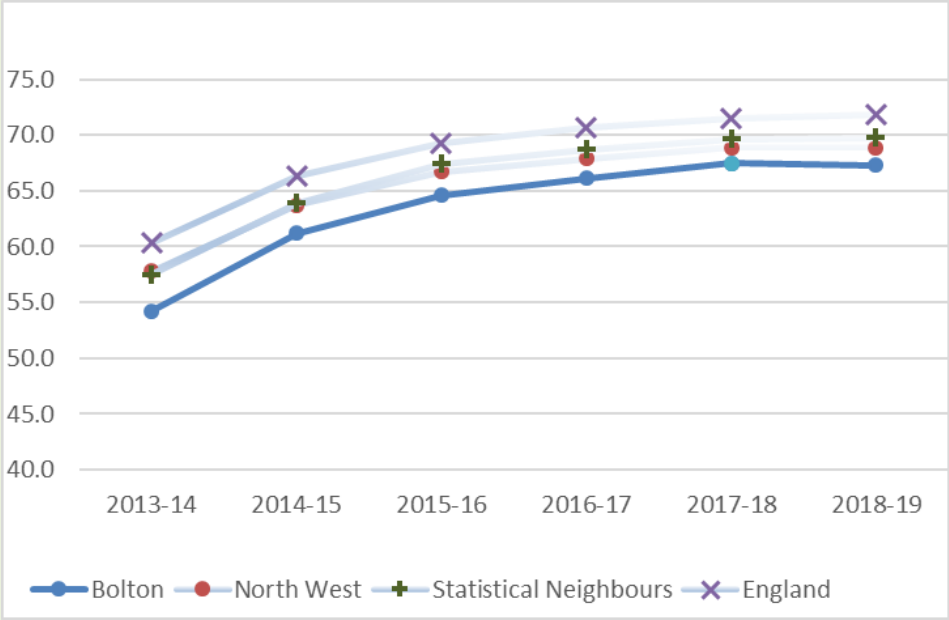
Good is: Higher ⬌ **G**

Baseline: 47.6 at 2013

Target: 67%
GM: 67.5%

Link between Vision Outcomes, People Priorities and GM Priorities





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.

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.

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.

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 Disabilty 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.

Notes

[1]Latest published data 2019
Source: DfE
Frequency: Annual

Vision Outcome: Starting Well	**GM Priority:** Young people equipped for life	**People Priority:** Our children are safe, healthy and active

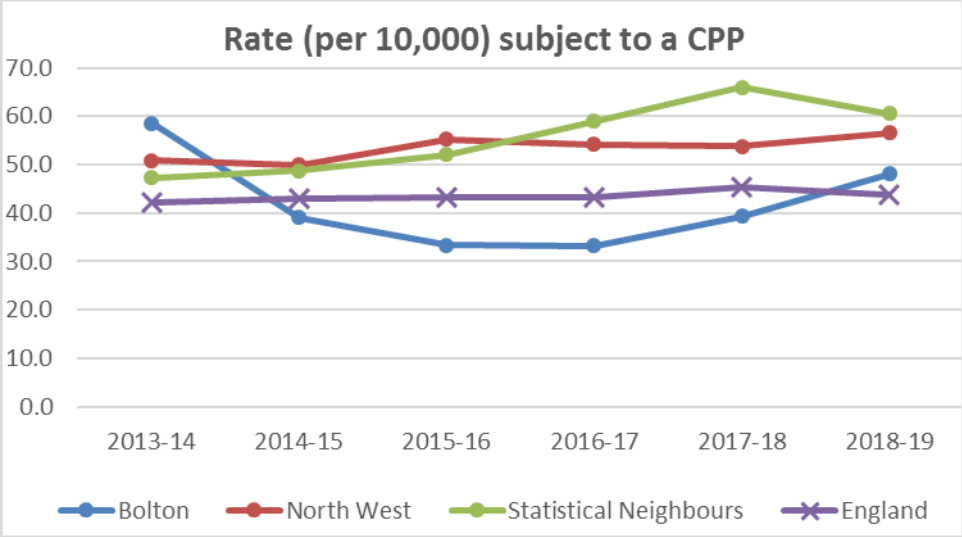
Headline Indicator: Rate (per 10,000) subject to a Child Protection Plan

Good is: **N/A** | R

Baseline: 39.3 (2017/18)

Target: **TBC**

Link between Vision Outcomes, People Priorities and GM Priorities



The latest[1] published rate of children who were the subject of a child protection plan in Bolton is 48.0 per 10,000 of the population.

Bolton's rate was 8.7 percentage points higher in 2018/19 than in 2017/18. However, was:

- 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)

No comparator benchmarking is set for this indicator

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 statistical neighbours and with expectations of changes to practice.

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.

Notes

[1]Latest published data based on the DfE National Indicator (2019).
Source: Department for Education (DfE) Statistical Release
Frequency: Annual
[2] Local data is available monthly and quarterly from management information reports.

Vision Outcome: Starting Well	**GM Priority:** Young people equipped for life	**People Priority:** Our looked after children aspire and achieve

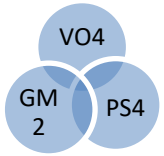
Headline Indicator: Rate (per 10,000) of Looked After Children

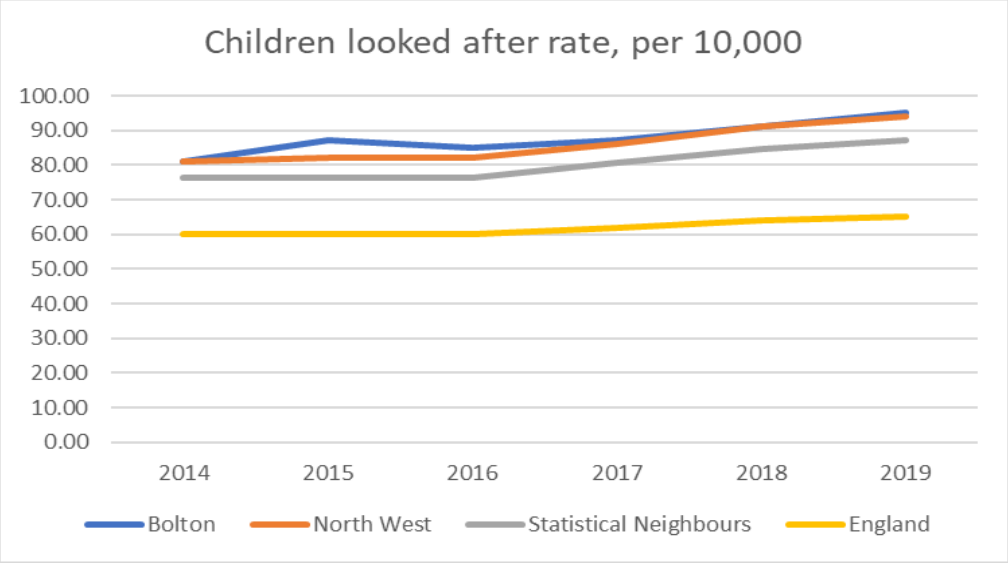
Good is: Lower | A

Baseline: 91.0 (2017/18)

Target: 85.0 per 10,000 of the population.
GM: 84

Link between Vision Outcomes, People Priorities and GM Priorities





The latest published rate of Looked After Children (LAC) in Bolton is 95.0 per 10,000 of the population (642 children)[1]

Bolton's rate of LAC was 4.2% higher in 2018/19 than in 2017/18.

In 2018/19, Bolton's rate was broadly in line with the North West average and;

- 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)

No comparator benchmarking is set for this indicator

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.

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.

Data highlights that Bolton is performing well in terms of long-term placement stability in comparison to SN and England.

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.

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.

Notes

[1]Latest published data based on the DfE National Indicator (2019).
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

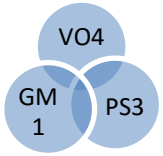
Headline Indicator: % of all pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2 (KS2)

Good is: Higher ⬌ **G**

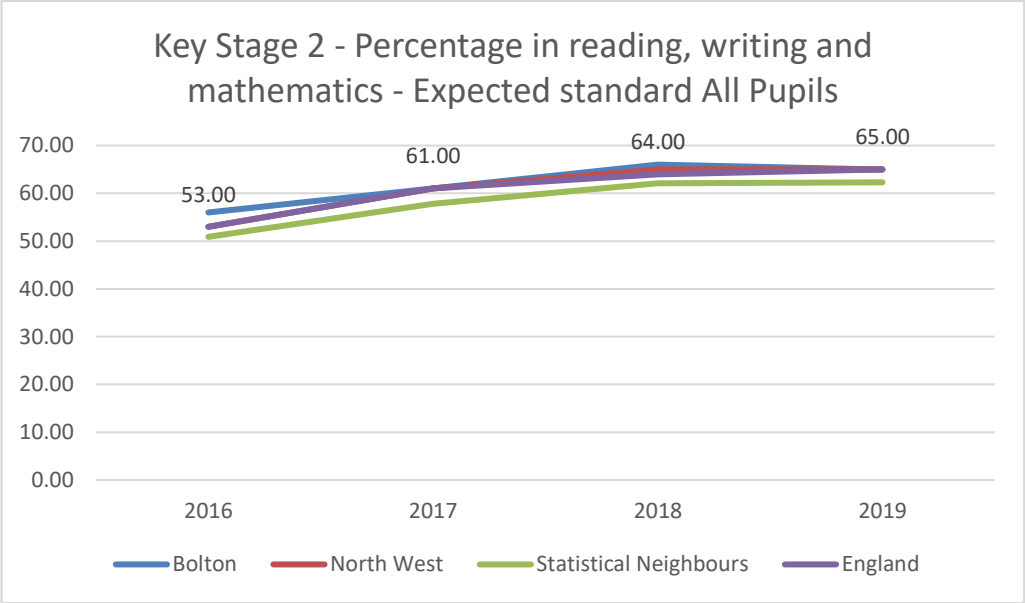
Baseline 66 % in 2018

Target: 57.3%

Link between Vision Outcomes, People Priorities and GM Priorities



% of all pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2 (KS2)



National / Annual Data

Despite a slight fall in 2019, between 2016-19, KS1 (Key Stage 1) combined attainment in Reading / Writing / Maths at the expected standard has improved at a similar rate to the national trend. Final 2019 results indicate that Bolton is now in line with the national average of 65%. There is a similar picture at the greater depth standard. Phonics attainment of 82% at the end of Year 1 also continues to be in-line with national averages.

Combined 2019 final results indicate that 11% of pupils in KS2 achieve at the greater depth standard which is also in-line with national and has improved on 2018 figures.

Measures to improve attainment at all stages of a pupil's school career are at the heart of the Start Well strand of the People's Plan.
The recently reviewed School Improvement Framework will continue to be implemented with a reduced team of School Improvement Professionals alongside an increased number of Associates to provide comprehensive support and challenge for the primary sector. The schedule of regular meetings with Local Authority officers, Headteachers, Governors, Diocesan representatives along with close analysis of information, including data, will continue to provide invaluable consultation and inform strategic decision making to ensure improved outcomes for all pupils.
In collaboration with Teaching Schools, support for identified vulnerable schools and academies will be brokered through a team of National Leaders of Education, Local Leaders of Education, Specialist Leaders of Education, accredited moderators and other experienced school leaders.

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

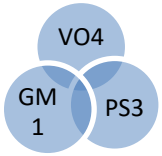
Headline Indicator: Average Attainment 8 score per pupil

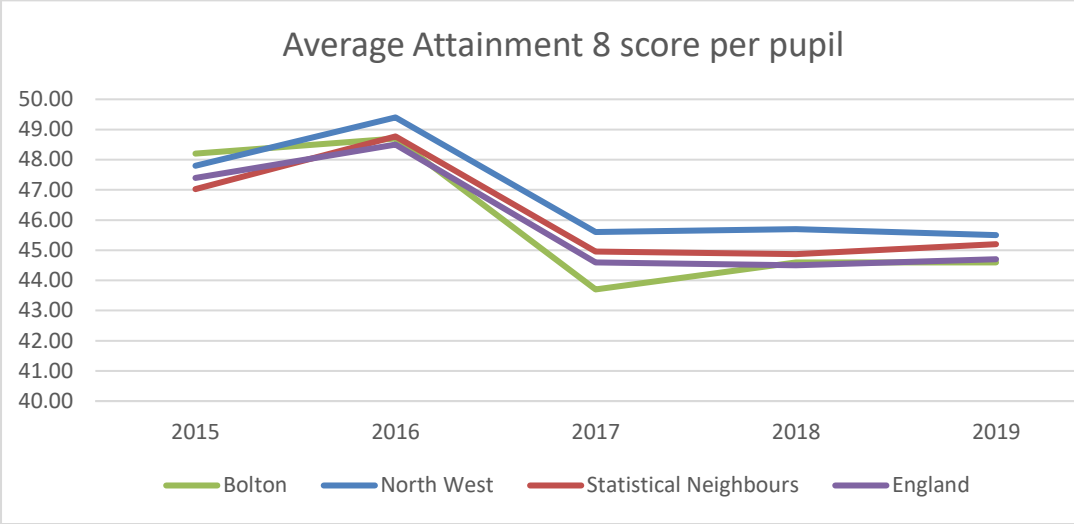
Good is: Higher ⬌ **A**

Baseline: 2018: 45.6 (All schools)
44.6 (State-funded schools only)

Target: 50%

Link between Vision Outcomes, People Priorities and GM Priorities





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.

Headline information on this indicator

On the measure of Attainment 8 for all schools, Bolton is slightly below national average at 44.5, compared to a national average of 44.6. This places Bolton in the third quartile nationally.

However, when considering the position for state-funded schools, Bolton's score is 44.6 compared to a national average of 46.8. This places Bolton in the bottom quartile.

Measures to improve attainment for pupils at all stages of their school career are at the heart of the Start Well strand of the People's Plan.

Bolton Learning Partnership activity will continue to address the attainment and progress needs of all students from all starting points. Work streams are regularly reviewed and challenged to ensure they remain fit for purpose. School to school support is prioritised on meeting the needs of schools that are not yet good or at risk. Professional development opportunities ensure quality pedagogy is at the forefront of planning and activity. Best practice is benchmarked against the best within and outside Bolton. Forensic analysis of data focussed on identifying gaps in learning is promoted and strategies to address gaps shared and developed across local networks.

Notes

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 Progress 8 score all pupils

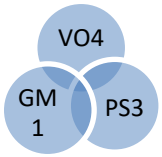
Definition of indicator

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.
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

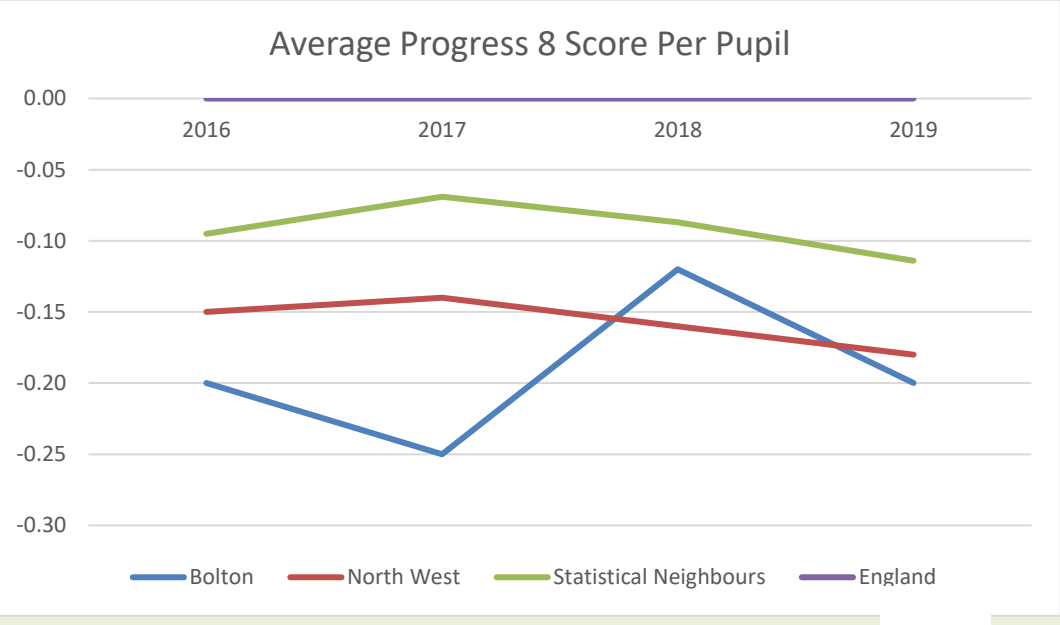
Good is Higher ⇩ **A**

Baseline: 2018: –0.12 (All schools)
–0.1 (State-funded schools only)

Target: - 0.12



Link between Vision Outcomes, People Priorities and GM Priorities



Headline information on this indicator

On the measure of Progress 8 for all schools, Bolton is slightly below national average at -0.2 compared to a national average of 0. This places Bolton in the bottom quartile nationally.

This is consistent with the picture when only state-funded schools are considered. Bolton's P8 remains at -.2, while the national average declines to -.03. Bolton remains in the bottom quartile nationally.

Measures to support improved attainment for pupils at all stages of their school career are at the heart of the Start Well strand of the People's Plan.

Bolton Learning Partnership activity will continue to address the attainment and progress needs of all students from all starting points. Work streams are regularly reviewed and challenged to ensure they remain fit for purpose. School to school support is prioritised on meeting the needs of schools that are not yet good or at risk. Professional development opportunities ensure quality pedagogy is at the forefront of planning and activity. Best practice is benchmarked against the best within and outside Bolton. Forensic analysis of data focussed on identifying gaps in learning is promoted and strategies to address gaps shared and developed across local networks.

Notes

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

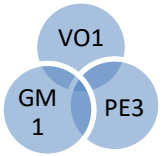
Headline Indicator: Percentage of Primary Schools/Pupils Good or Better

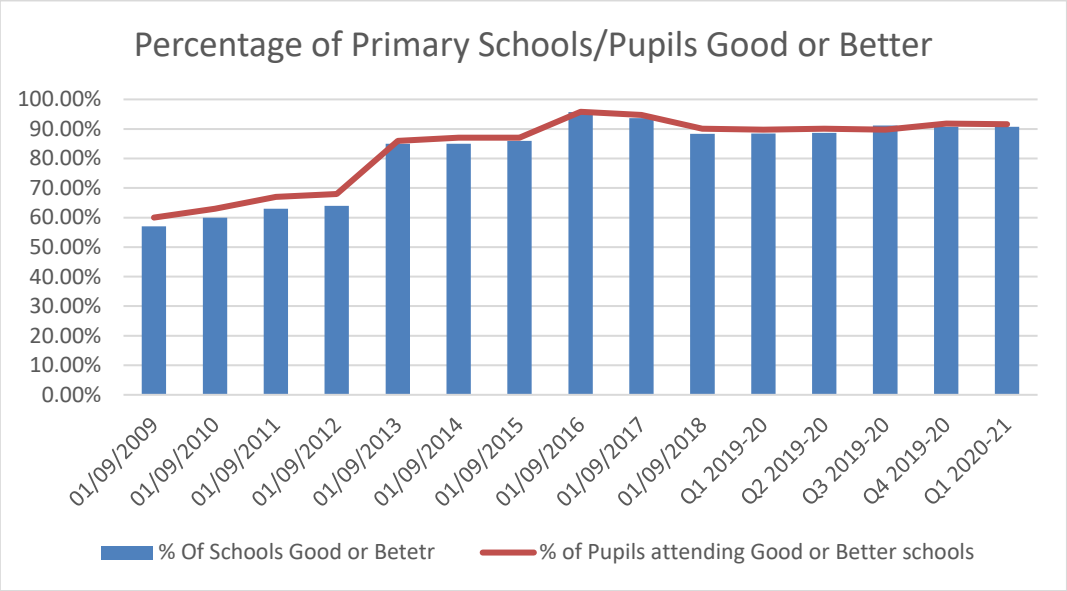
Good is Higher ⟷ **G**

Baseline: 90.7% at 01/01/20

Target: Not set

Link between Vision Outcomes, People Priorities and GM Priorities





Definition of indicator

This indicator measures the proportion of publicly funded mainstream Primary 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 June 2019, the indicator includes the data of 97 schools - thus each inspection result shifts the headline figure by just over one percentage point.

Headline information on this indicator

Bolton is ranked 64th in the country at the end of Quarter 1 with 90.7% of primary schools judged to be good or outstanding. On this measure Bolton remains above the England average of 87.8%. On the measure for the proportion of pupils attending a good or outstanding school, Bolton is ranked 53rd in the country and remains above the England average. 91.8% of Bolton primary pupils attend a good or outstanding school compared to 87.8% nationally.

Measures to support improved school attainment for pupils of all ages are at the heart of the Start Well strand of the People's Plan.

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 Requires Improvement or Inadequate by Ofsted.

The Primary School Improvement Team deliver and commission (through Teaching Schools and other partners) bespoke Continued Professional Development to meet the identified needs of schools. The training is well attended and evaluated positively.

Notes

Latest published data April 2020
Source: Wauchted analysis of Ofsted Inspection

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

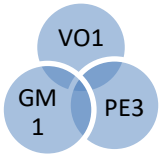
Headline Indicator: Percentage of Secondary Schools/Pupils Good or Better

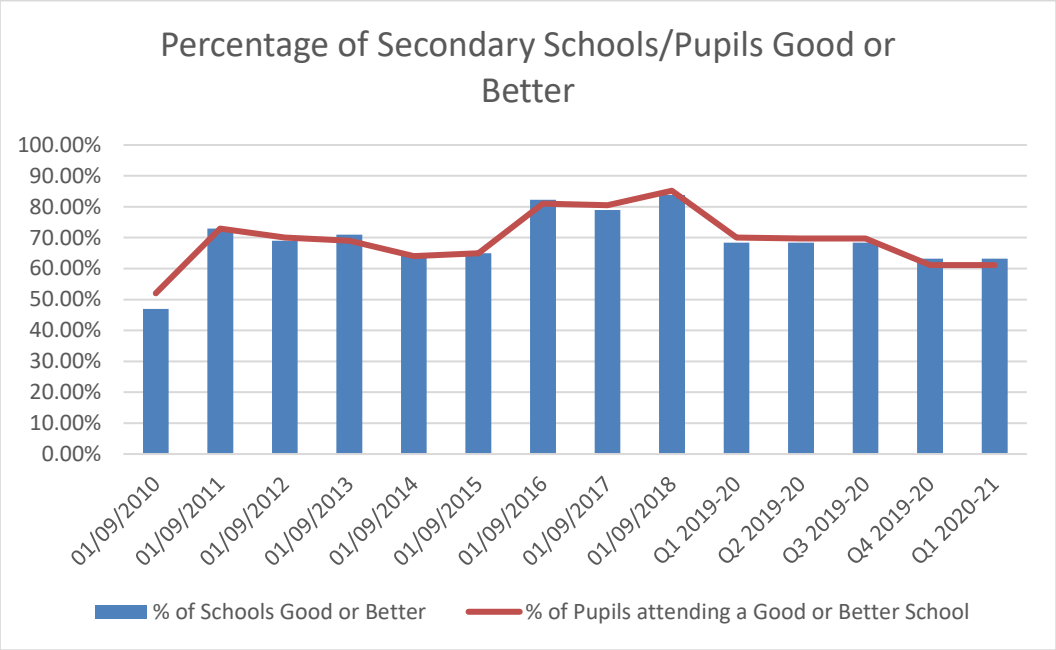
Good is Higher ⟷ **R**

Baseline: 63.2% of Schools at 01.04.20

Target: TBC

Link between Vision Outcomes, People Priorities and GM Priorities





Definition of indicator

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.

Headline information on this indicator

Bolton's secondary schools now rank 121st in the country with 63.2% of secondary schools judged to be good or outstanding, with 61.1% of secondary pupils in Bolton attending a good or outstanding school.

Improved school quality supports improved pupil attainment. Improving pupil attainment at all stages of a pupil's school career is at the heart of the Start Well strand of the People's Plan.

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.

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.

Notes

Latest published data April 2020
Source: Watchsted analysis of Ofsted Inspection

4. Public Health

4.1 Summary of Headline Indicators

- The data included is for Quarter 1, 2020/21, 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:

Public Health response to Covid-19

Below is a list of the some of the key work(s) the Public Health directorate has undertaken in response to Covid-19;

- Established Gold; Silver; Bronze governance arrangements and have been aligned to GM CA and GM H&SC Partnership's LRF infrastructure.
- Produced an Outbreak Control Plan, which has been tested via a tabletop exercise and has an implementation plan.
- Established a multi-agency Covid-19 Data and Intelligence Cell, which has prioritised the Covid-19 section of the JSNA.
- Has established a SPOC for contact tracing and set the process in place to enable local, complex contact tracing to take place.
- Has established a responsive local testing model – for symptomatic patients and also for outbreak control. Exploring asymptomatic testing.
- Set up a Response Hub for people who need additional support, i.e. those people who are shielded.
- Has undertaken daily and now weekly communications for all members of the public in relation to covid-10, covering all aspects from guidance, to advice for staff / residents etc.
- Has undertaken a number of webinars for Care Homes to engage them in the processes and all care homes have signed up for whole setting testing and has made a commitment for future webinars as we go into the winter season.
- Has undertaken a number of webinars for education settings to engage them in the planning and advice around covid-19 and has made a commitment for future webinars from August onwards on a weekly basis.
- Has undertaken a number of visits to inspect from both an environmental health perspective as well as Infection prevention and control – i.e. school premises; care homes; eating establishments; barbers; hairdressers etc.

Headline Indicator: Premature CVD mortality

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.

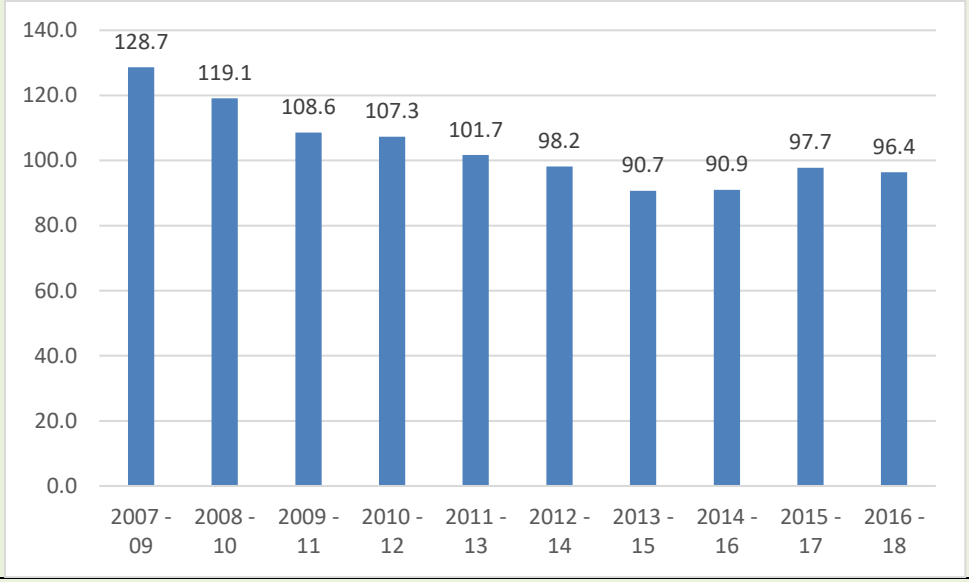
Good is: Lower | R

Baseline:
2015-17: 97.7
2016-18: 96.4

Target: NA
GM: 95.1

Link between Vision Outcomes, People Priorities and GM Priorities

Under 75 mortality rate from all cardiovascular diseases in Bolton



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.

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.

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.

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.

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.

[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. *Heart, 102*, 1945-1952.

Source: Public Health Outcomes Framework indicator 4.04i
Frequency: Annual

Vision Outcome: Live 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: 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.

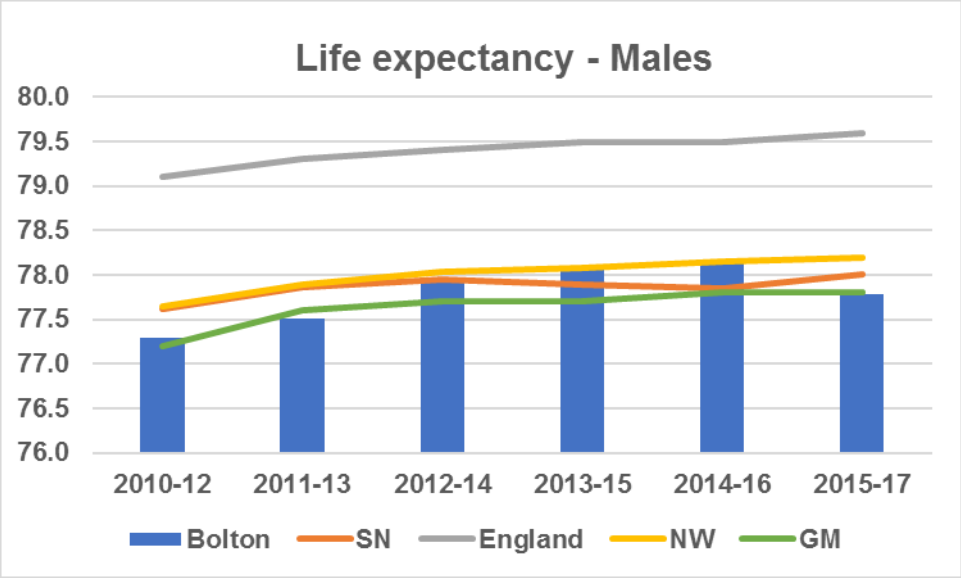
Figures reflect mortality among those living in an area in each time period, rather than what will be experienced throughout life among those born in the area. The figures are not therefore the number of years a baby born in the area could actually expect to live, both because the mortality rates of 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:
2016-18: 78.0
2015-17: 77.8

Target: N/A
GM: 77.8

Link between Vision Outcomes, People Priorities and GM Priorities



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

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.

In the latest release, men have seen their life expectancy remain fairly constant. However, Covid-19 is likely to have an impact on future releases which will be accounted for when new data is published.

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.

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.
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.

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).

Vision Outcome: Living 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: 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.

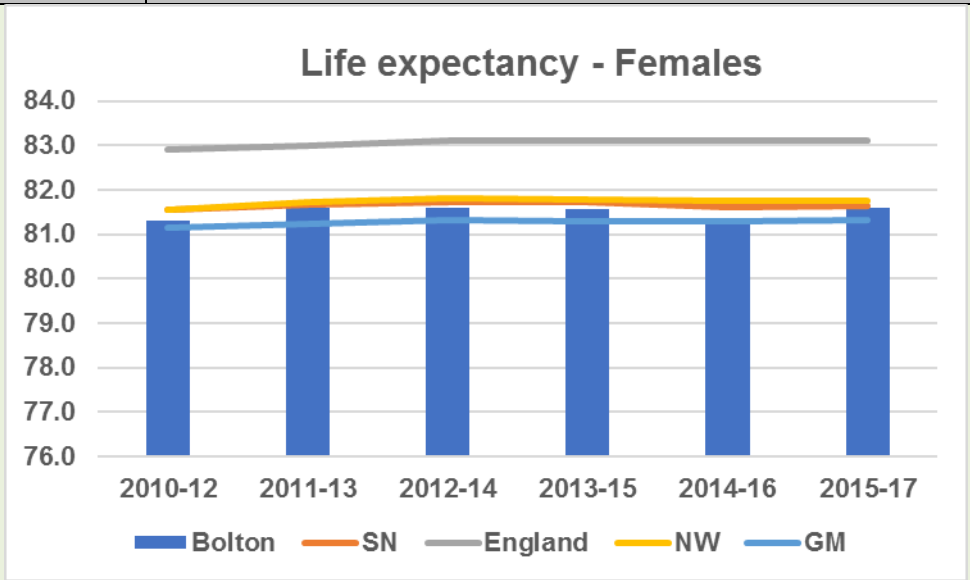
- SN Rank – 9th

Good is: Higher | A

Baseline:
2016-18: 81.5
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 women have seen their life expectancy remain fairly constant. Coronavirus is likely to have an impact on future releases. 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).

Latest published data: April 2019
Source: Office for National Statistics

Frequency: Annual
[1] ONS (2018). Changing trends in mortality in England and Wales: 1990 to 2017 (Experimental Statistics).
[2] ONS (2018). Inequality in life expectancy widens as improvements reverse among most deprived females.

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

Headline Indicator: Physically active adults

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.

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.

Headline information on this indicator

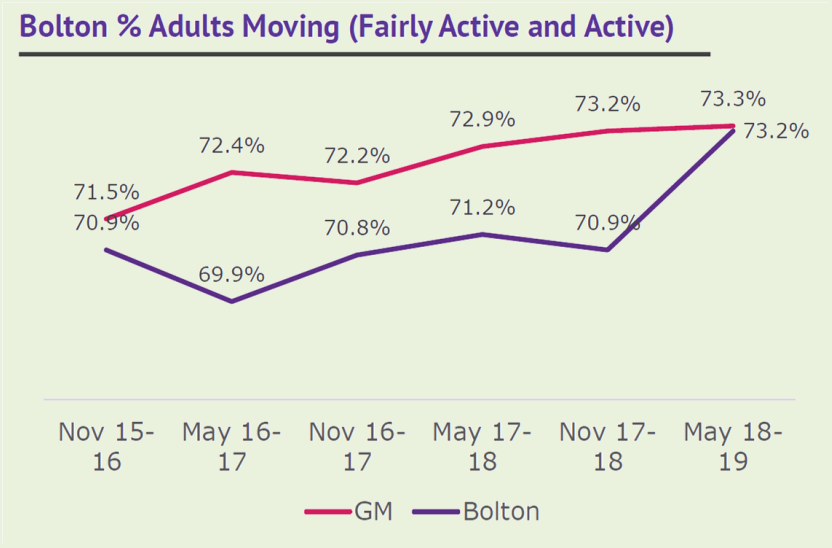
- Partnership working and community engagement around active travel including Bee Network & emergency measures
- Community informed development of proposals to create a built environment that enables active travel including pavement extensions (Bolton town centre), protected cycle routes (Chorley New Road, A6), & active neighbourhoods (Westhoughton, Astley Bridge/ Crompton)
- Continuing to progress Local pilot work around coronavirus related restrictions

Good is: Higher ↑ **G**

Baseline:
2018/19: 61.6%
2017/18: 61.1%

Target: NA
GM: 64.8%

Link between Vision Outcomes, People Priorities and GM Priorities



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.

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 defnitions and some delay compared to data from Sport England direct and Greater Sport in GM.

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.

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 1, 2020/21

Indicator	Frequency	Good is…	DOT	RAG
Employment Rate	Quarterly	Higher	↓	R
Business Growth Rate / New Business Start Up	Annual	Higher	↑	Annual
Level 4 Qualifications	Annual	Higher	↑	G
Level 2 Qualifications	Annual	Higher	↑	A
Net Additional Dwellings / Band D and above Properties	Annual	Higher	↑	A
Visitor Economy / Tourism Jobs	Annual	Higher	↑	Annual
Recycling Rate / Household Waste	Quarterly	Higher	↑	G
Killed & Seriously Injured	Rolling 12 months	Lower	↔	A[1]
Victim Based Crime	Rolling 12 months	Lower	↑	Annual

Notes
As the majority of the services supporting these KPIs were hibernated within Quarter 1 a commentary has not been provided.

Place's response to Covid-19

Below is a list of the some of the key work(s) the Place directorate has undertaken in response to Covid-19;

- Enhanced cleaning regimes across council owned buildings & associated schools
- Targeted domestic abuse and anti-social interventions
- Additional appointment slots, including weekends within the crematorium, and cemeteries
- Increased trading standards and business enforcement activity related to Covid-19 non-compliance
- Ensured that the Market remained open to ensure fresh fruit & veg was available to customers
- Continued to provide school meals within schools which remained open for pupils living with key worker
- Continued to deliver community meals to vulnerable clients
- Maintained the Council's Civil Contingencies function and successfully dealt with two incidents / demonstrations (BLM demo & Fire)
- Increased enforcement action around the Health Protection (Coronavirus, Restrictions) Regulations 2020 and closures
- Operated a reduced Social Needs Transport Service, supporting keys worker's children & vulnerable children
- Continued to deliver the on-call Building Control & Dangerous Buildings Service
- Delivered on-line training for residents who require additional support accessing employment opportunities through The Workshop Programme
- Enhanced support to rough sleepers / homeless residents by providing temporary accommodation.
- Operated a full waste collection service, including support from Neighbourhood Services & Highways staff

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]

66.4%

of Bolton's residents[2] were in employment, March 2020

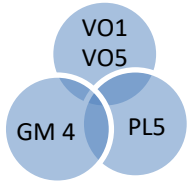
a **2.5 percentage point decrease** from Quarter 4, 2019/20 (December 2019: 68.9%)

a **4.2 percentage point decrease** from a year earlier (March 2019: 70.6%)

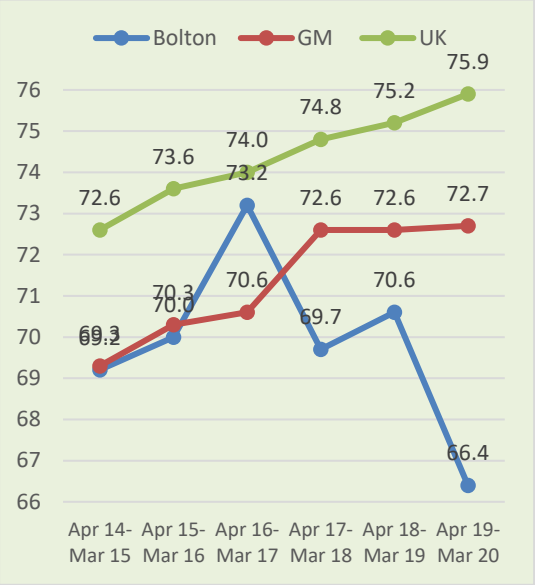
Good is: Higher | R

Baseline: 69.9% (Sep 2015)

Targets: 71% @ 2020
To National Average by 2030



Link between Vision Outcomes, Place Priorities and GM Priorities



At the end of March 2020, Bolton's employment rate was:
6.3 percentage points lower than GM
9.5 percentage points lower than UK
The gap between Bolton and GM and the UK has widened significantly during the last 12 months.

Bolton's employment figures have dropped to below 69%; and haven't met the target of 71% @ 2020 - hence a decreasing Direction of Travel and a Red RAG rating.

[1]Ambition is to increase the employment rate. Target included in Bolton's Economic Strategy.
[2]Bolton residents aged 16-64
Source: ONS annual population survey
Frequency: Quarterly

Vision Outcome: Prosperous	**GM Priority:** A thriving and productive economy	**Place Priority:** Growth and Innovation

Headline Indicator: Business Growth Rate

The average annual growth rate in total businesses in Bolton is
1.5%
per annum in 2007-2017[1]

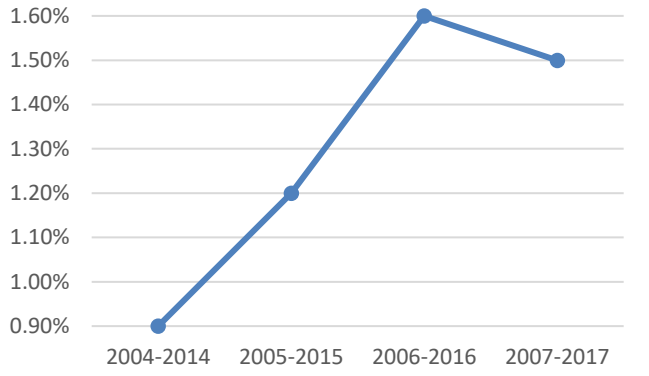
a **0.6 percentage point increase** from baseline (2004-2014)
a **0.3 percentage point increase** from 2005-2015 (1.2%)
a **0.1 percentage point decrease** from 2006-2016 (1.6%)

Good is: Higher | G

Baseline: 0.9% pa (2004-2014)

Target: 0.75% pa by 2020
1.2% pa by 2030

Link between Vision Outcomes, Place Priorities and GM Priorities



The table above shows the average annual growth rate in total businesses in Bolton

The targets[2] for 2020 and 2030 have already been **exceeded**, hence a Green RAG rating. The growth rate dipped slightly between 2016 and 2017, but still an upward Direction of Travel.

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 2007-2017[1]

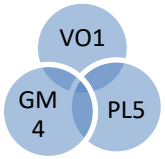
a **4.7 percentage points increase** from baseline (2004-2014)
a **3.5 percentage points increase** from 2005-2015 (2.3%)
a **1.7 percentage points increase** from 2006-1016 (4.1%)

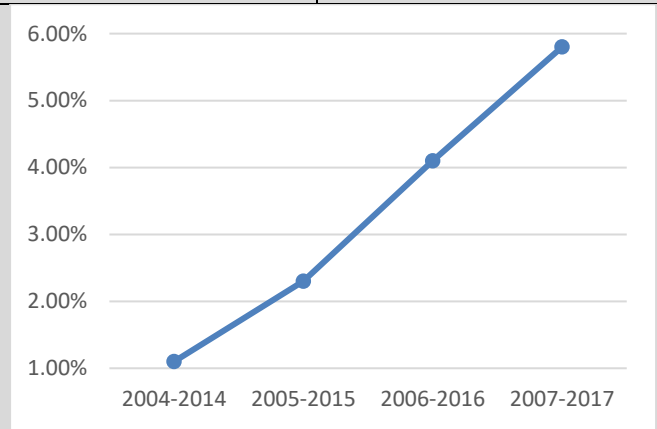
Good is: Higher | G

Baseline: 1.1% pa (2004-2014)

Target: 2% pa by 2020
3% pa by 2030

Link between Vision Outcomes, Place Priorities and GM Priorities





Average annual growth rate in new business start-ups in Bolton

The targets[2] for 2020 and 2030 have already been **exceeded**, and start-ups increasing year on year; hence an upward Direction of Travel, and a Green RAG rating.

[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

33.0%
of Bolton's residents[1] were qualified to at least Level 4 in December 2019

a **7.4 percentage point increase** from the baseline (2014)

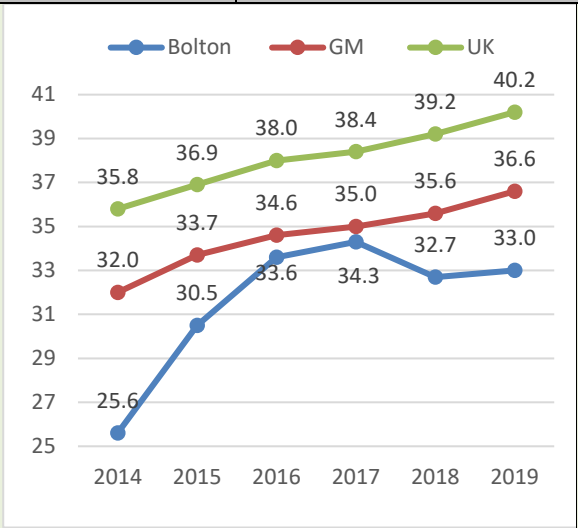
a **0.6 percentage points decrease** since 2016
a **1.3 percentage points decrease** since 2017
a **0.3 percentage point increase** since 2018

Good is: Higher | **G**

Baseline: 25.5% (Dec 2014)

Targets[2]: 27.5% by 2020
32.5% by 2030

Link between Vision Outcomes, Place Priorities and GM Priorities



At the end of December 2019, Bolton's Level 4 attainment was:

3.6 percentage points lower than GM

7.2 percentage points lower than UK

Bolton's Level 4 attainment has **sustained** over 32% since 2016.

The targets[2] for 2020 and 2030 have already been **exceeded**; hence a sustaining Direction of Travel, and a Green RAG rating.

Headline Indicator: Level 2 Qualifications

73.1%
of Bolton's residents[1] were qualified to at least Level 2 in December 2019

a **4.8 percentage points increase** from the baseline (2014)

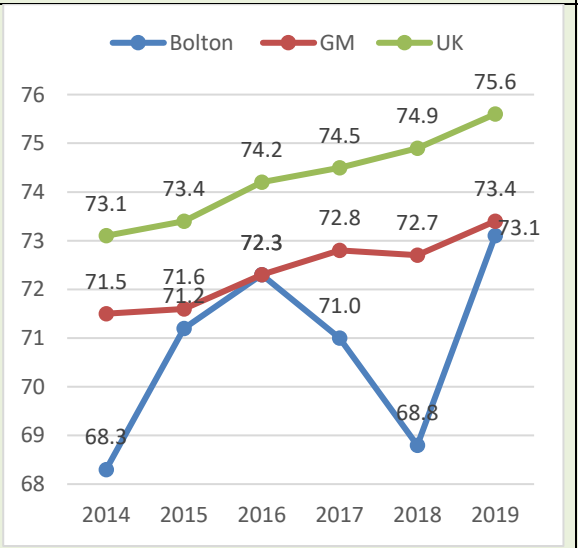
a **0.8 percentage points increase** since 2016
a **2.1 percentage points increase** since 2017
a **4.3 percentage points increase** since 2018

Good is Higher | **A**

Baseline: 68.3% (Dec 2014)

Targets: 69% by 2020
To UK average by 2030

Link between Vision Outcomes, Place Priorities and GM Priorities



At the end of December 2019, Bolton's Level 2 attainment was:

0.3 percentage points lower than GM **2.5 percentage points lower** than UK

The target for 2020 has been **exceeded;** and the gap is closing on the UK average; hence an increasing Direction of Travel, and an Amber RAG rating.

[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

544[1]
net housing completions[1] in 2018/19

513 net housing completions in 2015/16
438 net housing completions in 2016/17
483 net housing completions in 2017/18

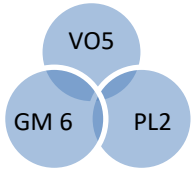
Figures show a dip in net housing completions in 2016/17, but an increase in completions through 2017/18 to end 2018/19, hence Direction of Travel as improving and a Red RAG rating.

Good is Higher | R

Baseline: 513 (2015/16)

Target: 694 net completions

Link between Vision Outcomes, Place Priorities and GM Priorities



Supporting Indicator: Band D and above properties[2]

16.33%
of properties were in Council Tax Banding D and above in June 2020

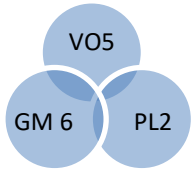
an **increase** of 0.1 percentage point since June 2018.
an **increase** of 280 properties in Band D and above since June 2018
showing an **increase** in quality housing delivery within the Borough.

Results have generally **sustained** over the 2-year period, hence Direction of Travel sustaining and an Amber RAG rating.

Good is Higher | A

Baseline: 23.8% of council tax receipts (2015)
Baseline: 20,246 properties in Council Tax Banding D and above (June 2018)

Targets:
(of council tax receipts)
25% by 2020
28% by 2030



Link between Vision Outcomes, Place Priorities and GM Priorities

Commentary

Work continues to progress on implementing Phase1 of the Housing Delivery Plan. 24 sites in council ownership were submitted for funding for Homes England Local Authority Accelerated Construction Funding. Unfortunately, this was unsuccessful and alternative routes for bringing these sites forward for housing development are being considered including disposal to housing providers for affordable homes and the open market. A planning application is being prepared by Bolton at Home for new extra care scheme in Little Lever. This was also part of Phase 1 works.

[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

Visitor Expenditure in Bolton in 2018 was £467.1m

a **£46.7m increase** from baseline (2015)

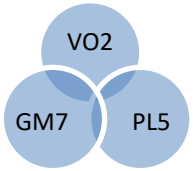
a **£28.2m increase** from 2017

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**

Baseline: £420.4m (2015)

Target: £433m (2018)[1]



Link between Vision Outcomes, Place Priorities and GM Priorities

Headline Indicator: Tourism Jobs

5,449

FTE jobs were supported by the Tourism industry in Bolton in 2018

272 more than baseline (2015)

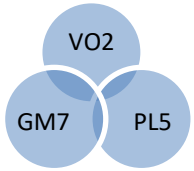
222 more than 2017

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.

Good is: Higher ↑ **A**

Baseline:5,177 FTE Jobs (2015)

Target: 5,700 FTE Jobs (2018)[1]



Link between Vision Outcomes, Place Priorities and GM Priorities

Commentary:

[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

Bolton's Quarter 1 Recycling Rate is 52.60%

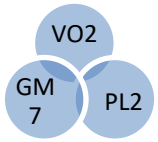
11.5 percentage points higher than the baseline (2015/16)

1.7 percentage points higher than 2019/20

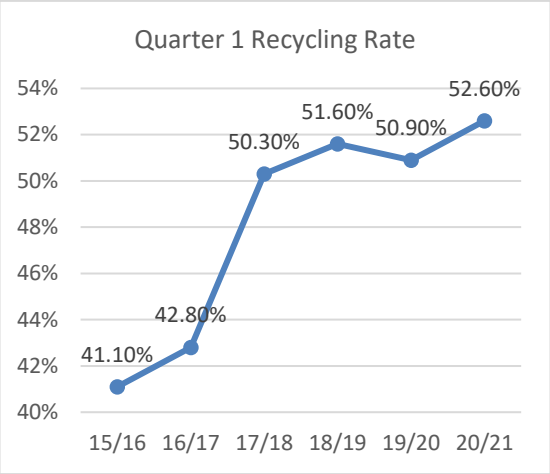
The Quarter 1 recycling rate is improving year on year, hence an **improving** Direction of Travel.

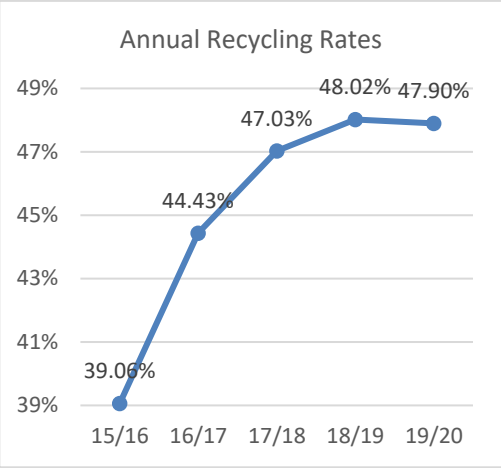
Good is: Higher ↑ **G**

Baselines:
41.1% (Quarter 1, 2015/16)



Link between Vision Outcomes, Place Priorities and GM Priorities





Supporting Measure: Household Waste

Household waste collected in Quarter 1 is 101.34kgs per household

18.44 kgs lower than the baseline (2015/16)

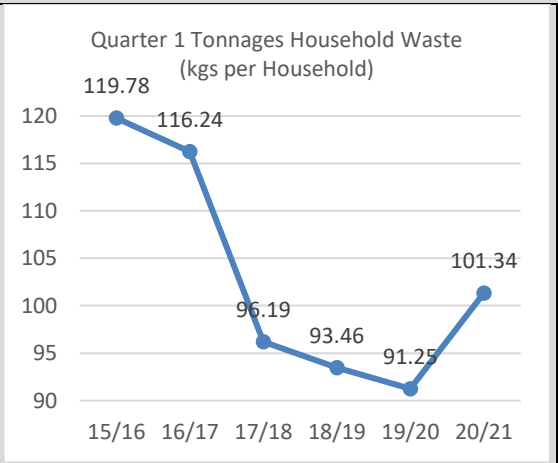
10.09 kgs higher than 2019/20

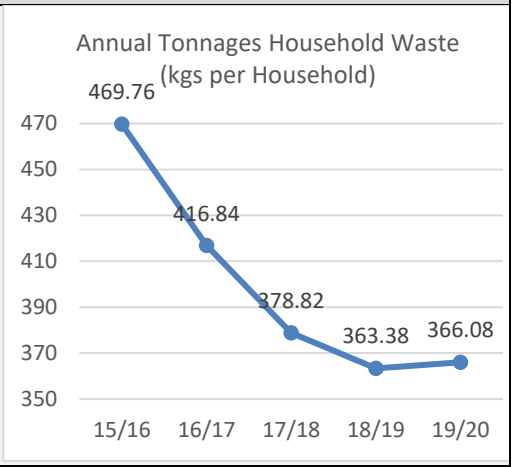
Household waste tonnages have increased since 2019/20 - the first increase since baseline - hence a **sustaining** Direction of Travel.

Good is: Lower ⇔ **A**

Baselines:
119.78kg (Quarter 1,2015/16)

Link between Vision Outcomes, Place Priorities and GM Priorities





Source: Wasteflow. Figures may alter slightly, following data validation checks. [1]

Vision Outcome: Strong and Distinctive	**GM Priority:** Safe and Stronger communities	**Place Priority:** Connected Neighbourhoods

Headline Indicator: Killed and Seriously Injured

77

KSI casualties in Bolton in 2019

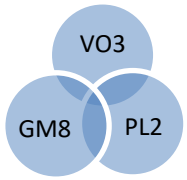
KSI casualties are **17 less** than baseline

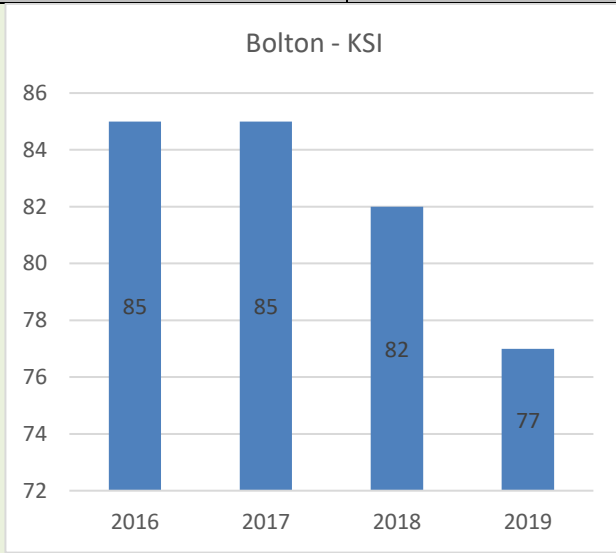
KSI casualties have **decreased** by 18% from the baseline, however they are not in line with the forecast; hence a **sustaining** Direction of Travel and a Amber RAG rating.

Good is: Lower ⟷ **A**

Baseline[1]: 94
Forecast[2]: 57 by 2020

Link between Vision Outcomes, Place Priorities and GM Priorities





In 2019, Bolton's KSI casualties are:

3 less than 2016

8 less than 2017

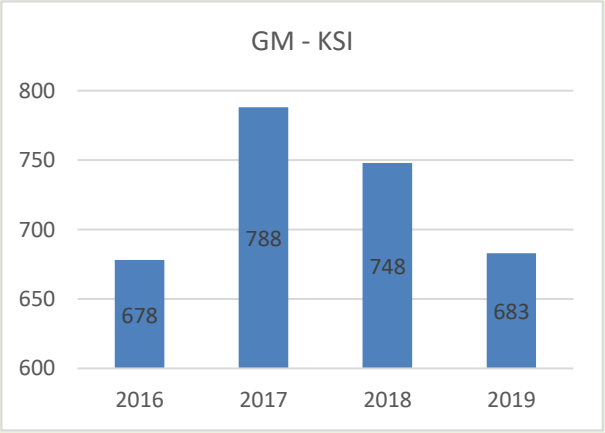
5 less than 2018

683

KSI casualties across GM in 2019

KSI casualties are **233 less** than baseline

KSI casualties have **decreased** by 25% from the baseline, however they are not in line with the 2020 forecast.



In 2019, GM's casualties are:

5 less than 2016

105 less than 2017

65 less than 2018

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: Strong and Distinctive	**GM Priority:** Safe and Stronger communities	**Place Priority:** Connected Neighbourhoods

Headline Indicator: Victim Based Crime

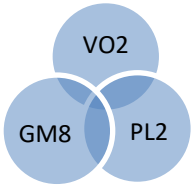
In the rolling 12-month period ending June 2019, there were:

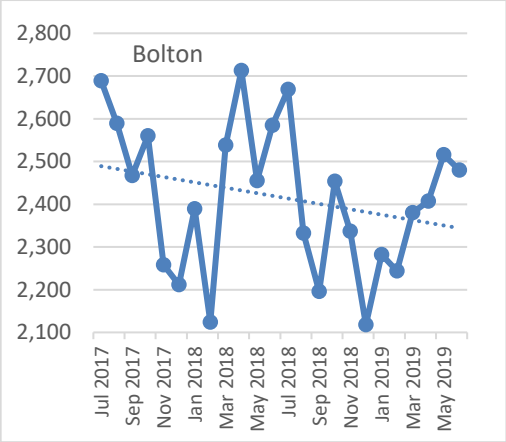
28,415
victim based crimes in Bolton

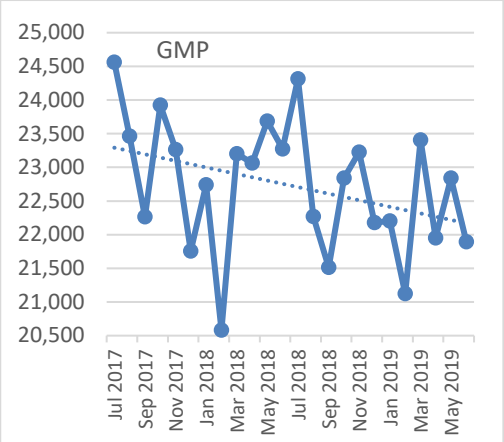
269,747
victim based crimes across GMP

Good is: Lower

Baseline: TBC[3]







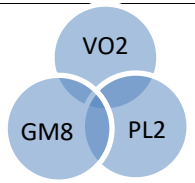
Supporting Indicator: Hate Crime

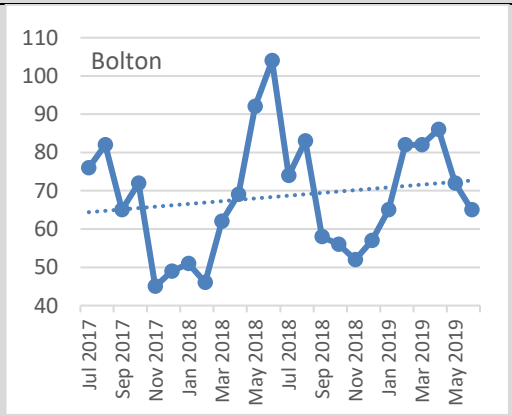
In the rolling 12-month period ending June 2019, there were:

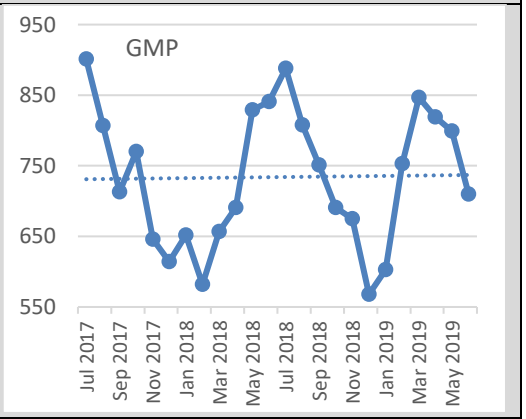
832
recorded hate crimes[1,2] in Bolton

8,912
recorded hate crimes across GMP

Baseline: TBC[3]







Notes:
[1] This figure includes victim-based hate crime.
[2] Higher because of historic under-reporting.
[3] Baseline to be confirmed.

Source: This data is owned by Greater Manchester Police and is reported through Bolton's Be Safe Strategic Partnership.
Frequency: Rolling 12-month periods.

Appendix 1 -

Performance Dashboard 2020/21 – 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		