Front Sheet

Bolton Council

Report to:	**Executive Cabinet Member** Environmental Services Delivery Environmental Regulatory Services Highways and Transport Deputy Leader's Portfolio Strategic Housing and Planning Stronger Communities		
Date of meeting:	Environmental Services Delivery Environmental Regulatory Services Highways and Transport Deputy Leader's Portfolio Strategic Housing and Planning Stronger Communities	19/08/19 19/08/19 19/08/19 19/08/19 20/08/19 20/08/19	
Report of:	Place Directorate	**Report number:**	ECMESD 641 ECMERS 642 ECMHT 643 ECMDL 644 ECMSHP 645 ECMSC 640
Contact officer:	Janet Pollard	**Telephone Number**	01204 336710
Report title:	Directorate of Place Performance Report and Quarter 1, 2019/20		
Not confidential This report does not contain information which warrants its consideration in the absence of the press or members of the public.			
Purpose:	To highlight key performance measures for the Directorate of Place, during the period of 1st April 2019 – 30th June 2019 (Quarter 1 19/20)		
Recommendations:	The Executive Cabinet Member(s) is recommended to: • note the proposed programme of change in performance reporting for the Directorate of Place and the Quarter 1, 2019/20 dashboard. • N.B: The Quarter 4, 2018/19 dashboard is appended for information.		
Decision:			
Background documents:			
Signed:	Leader/Executive Cabinet Member	Monitoring Officer	
Date:			

Consultation with other officers		
Finance	~~Yes/~~No	Insert name
Legal	~~Yes~~/No	Insert name
HR	~~Yes~~/No	Insert name
Equality Impact Assessment required?	~~Yes~~/No	
(a) Pre-consultation reports Is there a need to consult on the proposals? **(b) Post consultation reports** Please confirm that the consultation response has been taken into consideration in making the recommendations.		~~Yes~~/No ~~Yes~~/No

Vision outcomes Please identify the appropriate Vision outcome(s) that this report relates or contributes to by putting a cross in the relevant box.	1. Start Well	
	2.Live Well	
	3.Age Well	
	4.Prosperous	X
	5. Clean and Green	X
	6.Strong and Distinctive	X

1. INTRODUCTION & BACKGROUND

1.1 In Quarter 1 2018/19, the Directorate of Place introduced a new concept in its performance reporting. This dashboard style data style approach was introduced:

- to report on the highest-level indicators pertinent to Bolton 2030 and linked in to the GM approach.
- to provide the potential for the Directorate to evolve this dashboard to a web-based interface.

1.2 The dashboard is not split across portfolios but is currently aligned with the Bolton Vision Place Priorities and includes a bubble chart which indicates which Vision Theme, GM Priority and Place priority the indicator relates.

2. PROPOSED PROGRAMME OF CHANGE

2.1 It was always acknowledged that the dashboard was the final layer of the performance management approach for the Directorate of Place. This top-down introduction has required a shift in thinking, particularly as the supporting information, projects, feel good stories etc. were historically reported in a narrative in the performance report.

2.2 During the performance year 2018/19, the Directorate Leadership Team (DLT) has worked to delineate what its overarching themes and top-level priorities for 2019/21. Other directorates have undertaken a similar process in order to develop the 2019/21 Corporate Plan for the Council.

2.3 Within the Corporate Plan 2019/21 for the Council, the directorate of Place has 3 specific priorities:

- Lead on the development of a more clean and green borough
- Deliver on key regeneration areas across the borough, including housing
- Lead a prioritised approach to asset management across the organisation

2.4 A 2019/21 Directorate Plan is being finalised which details the Directorate's 4 priority themes and 7 overarching priorities for 2019/21. 27 portfolio priorities have been identified which specifically link in.

Priority Theme 1: Business Resilience **Aim:** Develop and deliver the necessary business infrastructure to enable the directorate to be well led, supporting the delivery of quality front-line services.
2019/21 Priority Objective 1: • To deliver effective, sustainable front-line services whilst continually reviewing and responding to internal and external factors.
Priority Theme 2: Connected Neighbourhoods **Aim:** Create attractive well-connected places to live and work by building strong communities, where people feel safe and engaged.
2019/21 Priority Objectives 2 and 3: • To review Directorate led engagement frameworks**.** • To enable, develop and deliver connectivity (both transport and digital) across Bolton.

Priority Theme 3: Sustainable Assets

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

2019/21 Priority Objectives 4 and 5:

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

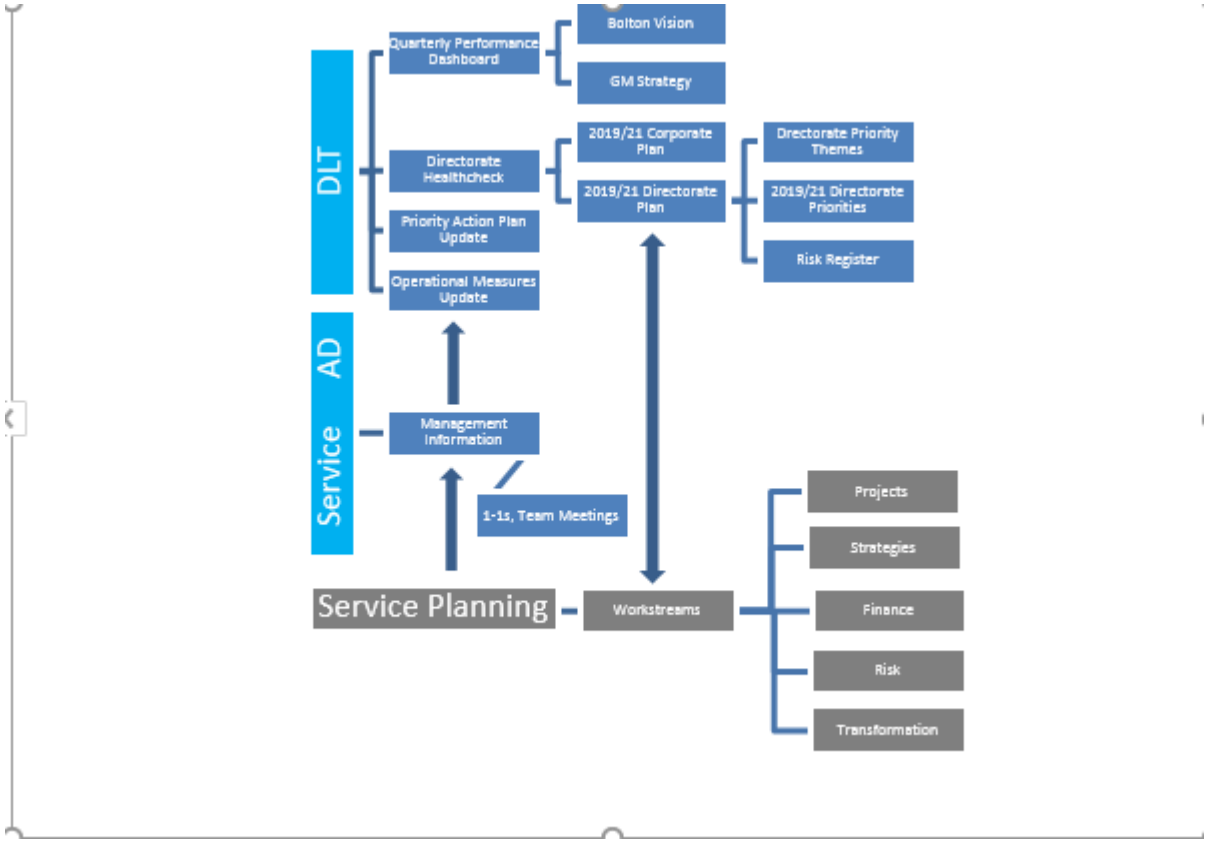
Priority Theme 4: Growth and Innovation

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

2019/21 Priority Objectives 6 and 7:

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

2.5 The Directorate approach is based on a hierarchy of information and levels of reporting and if needs-be, escalation. The diagram below provides a picture for DLT and Members showing how this approach links together.



2.6 This new performance management approach gives the opportunity for further thinking about the audience and governance of information and strategies. For example:

- informal service planning takes place all the time in services – and it is proposed to draw up a template to be used in 1-1s a service manager/Head of Service levels, so that information can be captured, rather than introducing at this time a formal service planning process.
- Interesting items previously reported via performance could be scheduled on Members informal briefings at relevant times.

2.7 In performance year 2018/19, the Directorate has delineated its priorities and written its 2019/21 Directorate Plan. The Directorate is now working to produce supporting performance information to provide assurance to DLT and Members which will consist of:

- A Directorate Healthcheck which will incorporate information on budgets, savings, workforce and risk.
- Quarterly Priority Action Plan Update which will update on specific priority areas of work.
- Operational Measures Updates which will provide an overview of what's happening within services.

2.8 Work will take place to start the production of the Directorate Healthcheck, Priority Action Plan Update and Operational Measures Updates from Quarter 2, 2019/21.

3. PERFORMANCE DASHBOARDS

3.1 The Quarter 1 2019/2020 performance dashboard for the Directorate of Place can be found at Appendix A.

3.2 A copy of the Quarter 4, 2018/19 performance dashboard for the Directorate of Place can be found at Appendix B. This dashboard has been appended for information for new administration portfolio holders.

4. OPTIONS

4.1 Not Applicable

5. IMPACTS AND IMPLICATIONS:

5.1 Financial - None

5.2 Legal - None

5.3 HR - None

6. EQUALITY IMPACT ASSESSMENT (EIA)

6.1 This report does not require an EIA. At this stage it is not anticipated that the proposals will have a disproportionate impact on any of Bolton's diversity groups.

7. CONSULTATION

7.1 Not Applicable

8. VISION2030

8.1 The Place Directorate Performance Dashboard It is aligned to Place Directorate Priorities, Bolton Vision Themes and the Greater Manchester Strategy Priorities. Each indicator includes a bubble chart which details which Place Directorate Priority (ies), Bolton Vision Theme(s) and GM Strategy Priority (ies) the indicator relates.

8.2 Furthermore, the dashboard is reported using the Bolton Vision Place Priorities:

- Vision Place Priority: Creating jobs and attracting new investment
- Vision Place Priority: Create a workforce responsive to demand
- Vision Place Priority: Provide Quality Housing
- Vision Place Priority: Create a strong and distinctive place
- Vision Place Priority: Places and neighbourhoods which people are proud of
- Vision Place Priority: Create a safe and welcoming Bolton
- Vision Place Priority: Create a well-connected Bolton
- Vision Place Priority: Provide joined-up services

9. RECOMMENDATION

9.1 The Executive Cabinet Member is recommended to note the proposed programme of change in performance reporting for the Directorate of Place and the Quarter 1, 2019/20 dashboard. The Quarter 4, 2018/19 dashboard is appended for information.

APPENDIX A: QUARTER 1, 2019/20 DIRECTORATE OF PLACE PERFORMANCE DASHBOARD

Summary of Quarter 1, 2019/20					
Indicator	**Frequency**	**Good is…**	**DOT**	**RAG**	**Latest Update**
Employment Rate	Quarterly	Higher	⇔	**A**	Quarter 1
Business Growth Rate	Annual	Higher	⇑	**G**	Quarter 4
New Business Start Ups	Annual	Higher	⇑	**G**	Quarter 4
Level 4 Qualifications	Annual	Higher	⇔	**G**	Quarter 4
Level 2 Qualifications	Annual	Higher	⇔	**A**	Quarter 4
Net Additional Dwellings	Annual	Higher	⇑	**R**	Quarter 4
Band D and above Properties	Annual	Higher	⇔	**A**	Quarter 4
Visitor Economy	Annual	Higher	⇑	**G**	Quarter 4
Tourism Jobs	Annual	Higher	⇔	**A**	Quarter 4
Recycling Rate	Quarterly	Higher	⇑	**G**[1]	Quarter 4
Household Waste	Quarterly	Lower	⇑	**G**[1]	Quarter 4
Killed & Seriously Injured	Rolling 12 months	Lower	⇔	**A**[2]	Quarter 4
Victim Based Crime	Rolling 12 months	Lower	⇑	TBC	Quarter 1

Notes
RAGs not based on targets:
[1]Recycling Rate RAG judged as Green as a substantial increase since baseline (no target)
[2]Killed & Seriously Injured judged as Amber as no substantial change since baseline

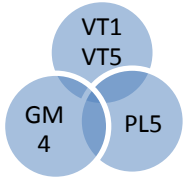
Performance Dashboard Quarter 1, 2019/20

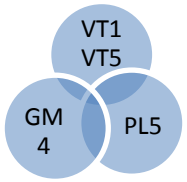
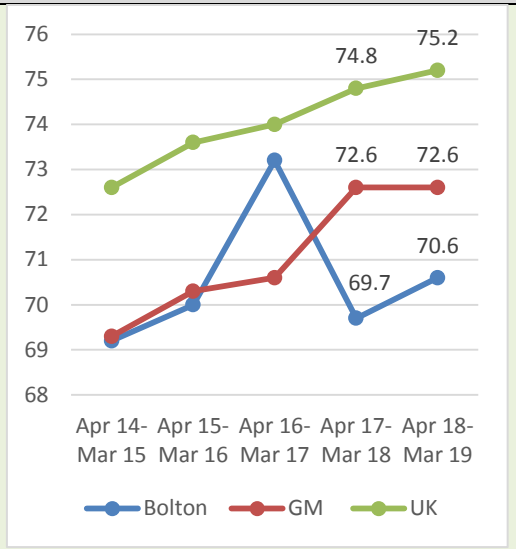
Reference Table					
Bolton Vision Place Themes		**GM Priority**		**Place Priority**	
VT1	Prosperous	GM 1	Children starting school ready to learn	PL1	Engagement and Improvement
VT2	Strong and Distinctive	GM 2	Young people equipped for life	PL2	Connected Neighbourhoods
VT3	Clean and Green	GM 3	Good jobs, with opportunities for people to progress and develop	PL3	Sustainable Assets
VT4	Starting Well	GM 4	A thriving and productive economy in all parts of Greater Manchester	PL4	Strong & Resilience Resources
VT5	Living Well	GM 5	World class connectivity that keeps Greater Manchester moving	PL5	Growth & Innovation
VT6	Ageing Well	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		

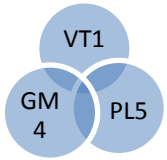
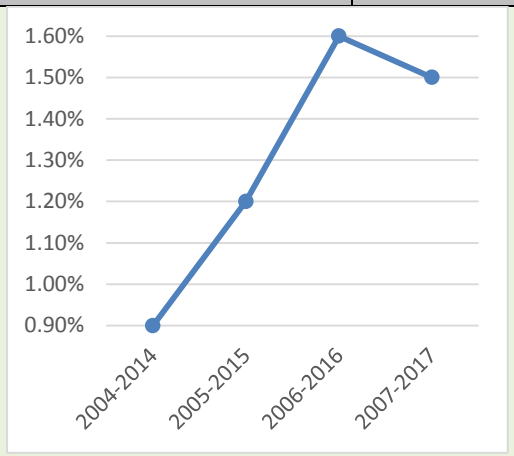
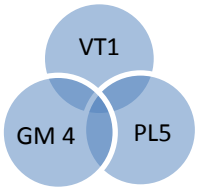
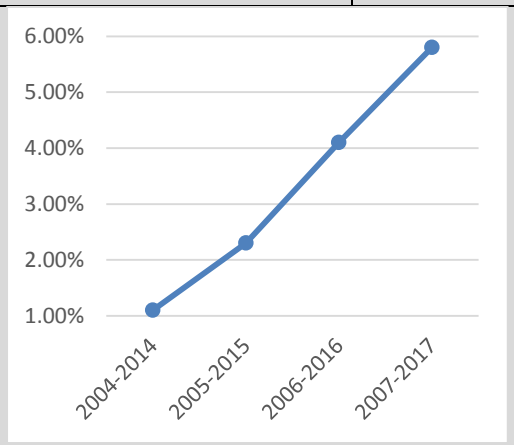
The dashboard is reported using the Bolton Vision Place Priorities:

- Vision Place Priority: Creating jobs and attracting new investment
- Vision Place Priority: Create a workforce responsive to demand
- Vision Place Priority: Provide Quality Housing
- Vision Place Priority: Create a strong and distinctive place
- Vision Place Priority: Places and neighbourhoods which people are proud of
- Vision Place Priority: Create a safe and welcoming Bolton
- Vision Place Priority: Create a well-connected Bolton
- Vision Place Priority: Provide joined-up services

It is aligned to Place Directorate Priorities, Bolton Vision Themes and the Greater Manchester Strategy Priorities. Each indicator includes a bubble chart which details which Place Directorate Priority (ies), Bolton Vision Theme(s) and GM Strategy Priority (ies) the indicator relates.



Vision Place Priority: Creating jobs and attracting new investment			Latest Update: Quarter 1
Headline Indicator: Employment Rate[1]			
70.6% **of Bolton's residents**[2] **were in employment, March 2019** a **0.8 percentage point increase** from Quarter 4, 2018/19 (December 2018: 69.8%) a **0.9 percentage point increase** from a year earlier (March 2018: 69.7%)	Good is: Higher ⟺ **A** Baseline: 69.8% (Sep 2015) Targets: 71% @ 2020 To National Average by 2030 		At the end of March 2019, Bolton's employment rate was: **2 percentage points lower** than GM **4.6 percentage points lower** than UK Bolton has closed the gap on GM and UK from March 2018, when figures showed Bolton 2.9 percentage points lower than GM and 5.1 percentage points lower than UK. Bolton's employment figures have **sustained** over 69% since December 2014 - hence a sustaining Direction of Travel and an Amber RAG rating.
Notes			
[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 Place Priority: Creating jobs and attracting new investment			Latest Update: Quarter 4, 2018/19
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 		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, 2018/19
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 		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.

Notes

[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 Place Priority: Create a workforce responsive to demand	Latest Update: Quarter 4, 2018/19

Headline Indicator: Level 4 Qualifications

32.7%
of Bolton's residents[1] were qualified to at least Level 4 in December 2018

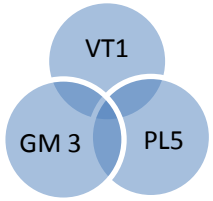
a **7.2 percentage point increase** from the baseline (2014)

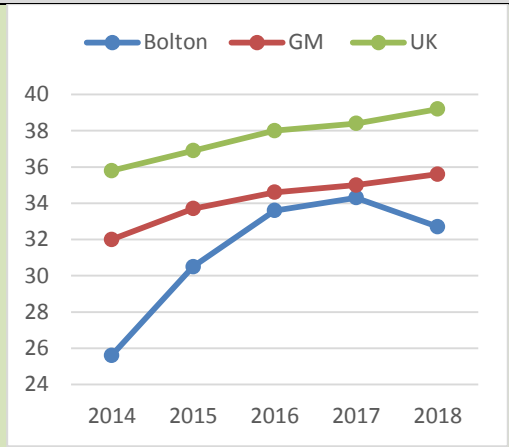
a **2.2 percentage points increase** since 2015
a **0.9 percentage points decrease** since 2016
a **1.6 percentage points decrease** since 2017

Good is: Higher ⟷ **G**

Baseline: 25.5% (Dec 2014)

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





At the end of December 2018, Bolton's Level 4 attainment was:
3.6 percentage points lower than GM
6.5 percentage points lower than UK

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

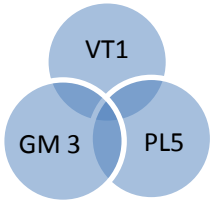
68.8%
of Bolton's residents[1] were qualified to at least Level 2 in December 2018

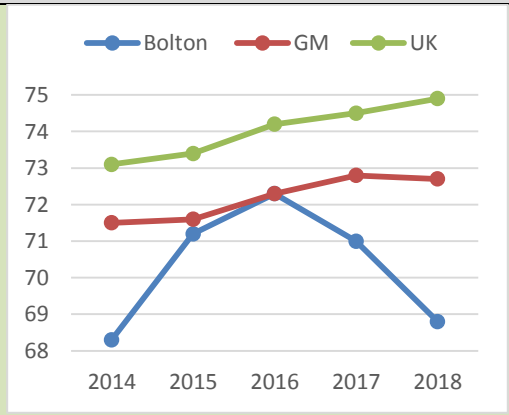
a **0.5 percentage points increase** from the baseline (2014)
a **2.4 percentage points decrease** since 2015
a **3.5 percentage points decrease** since 2016
a **2.2 percentage points decrease** since 2017

Good is Higher ⟷ **A**

Baseline: 68.3% (Dec 2014)

Targets: 69% by 2020
To UK average by 2030





At the end of December 2018, Bolton's Level 2 attainment was:
3.9 percentage points lower than GM
6.1 percentage points lower than UK

Bolton's Level 2 has attainment improved since baseline with the target[2] for 2020 exceeded. However, the gap is widening with the 2030 target; hence a sustaining Direction of Travel, and an Amber RAG rating.

Notes

[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 Place Priority: Create a workforce responsive to demand	First Inclusion: Quarter 1, 2019/20

Supporting Indicator: Adult and Community Learning – Level 1 to Level 2 Qualifications

806
Enrolled
84% Achieved
to 31/05/19

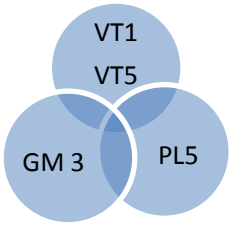
Adult and Community Learning:

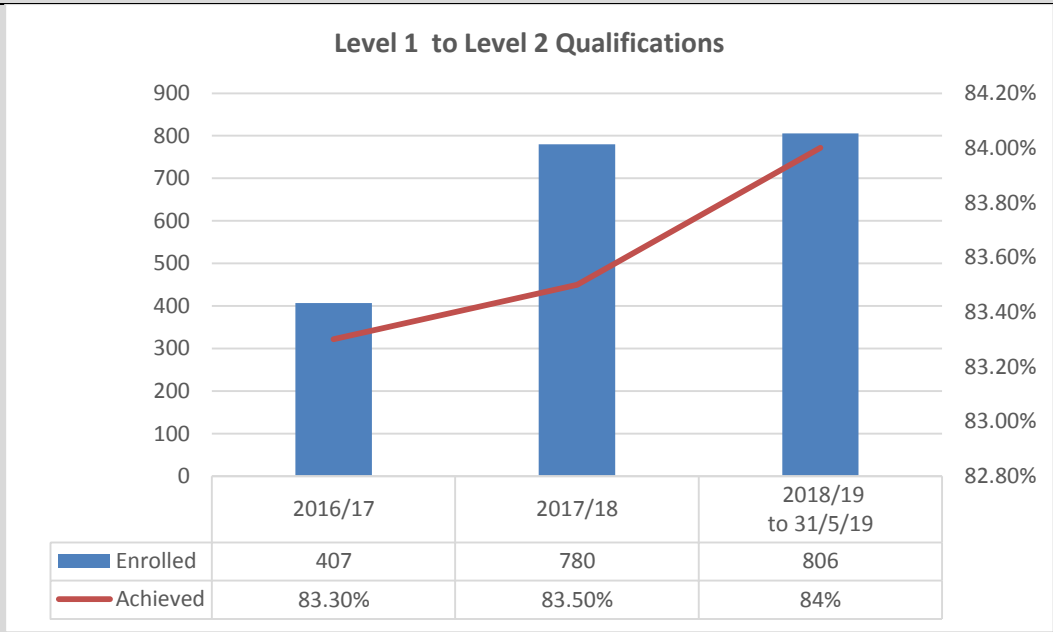
- Educating over 2,400 residents to improve skills, knowledge and educational attainment
- Target to achieve over 4,500 adult and community learning enrolments overall: 954 First Steps Qualifications Enrolments 3,549 Personal, Community, Development Learning & Skills (PCDL) enrolments.

Good is: Higher G

Baseline (2016/17):
407 Enrolled
83.3% Achieved

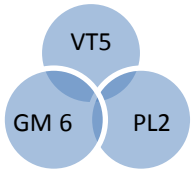
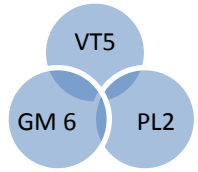
Target: (2016/17)
954 Enrolled
86% Achieved



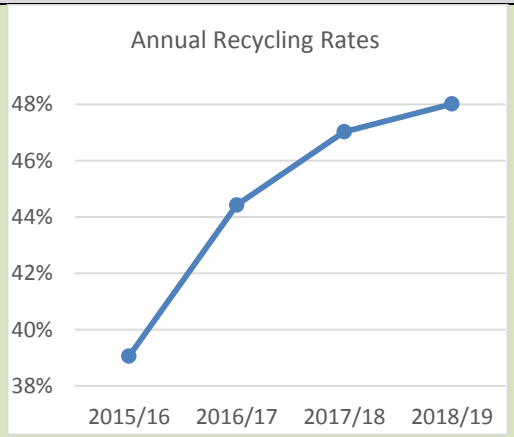
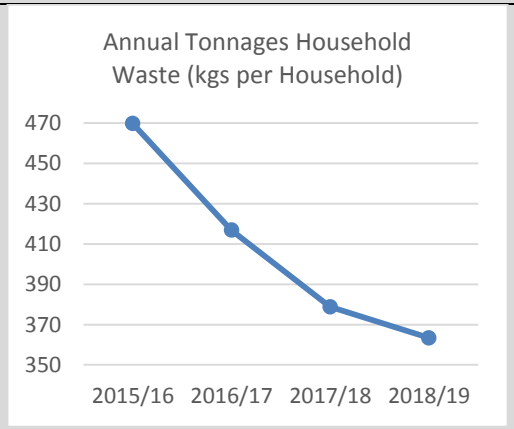


Notes

Data is calculated over the academic year.

Vision Place Priority: Provide Quality Housing					
Latest Update: Quarter 1, 2018/19			Latest Update: Quarter 4, 2018/19		
Headline Indicator: Additional Dwellings			**Supporting Indicator: Band D and above properties**[2]		
483[1] **net housing completions**[1] **in 2017/18** 513 net housing completions in 2015/16 438 net housing completions in 2016/17 Figures show a dip in net housing completions in 2016/17, but an increase in completions to end 2017/18, hence Direction of Travel as improving and a Red RAG rating.	Good is Higher ⬆ **R** Baseline: 513 (2015/16) Target: 694 net completions 		**23.9%** **of council tax receipts in 2017 were for Band D and above properties** 23.9% in 2016 23.8% in 2015 Results have sustained over the 3-year period, hence Direction of Travel sustaining and an Amber RAG rating.	Good is Higher ⬌ **A** Baseline: 23.8% of council tax receipts (2015) Targets: 25% by 2020 28% by 2030 	
Notes					
[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 Place Priority: Create a strong and distinctive place				Latest Update: Quarter 4, 2018/19		
Headline Indicator: Visitor Economy				**Headline Indicator: Tourism Jobs**		
Visitor Expenditure in Bolton in 2017 was **£438.9m** a **£18.5m increase** from baseline (2015) a **£7.1m increase** from 2016 The 2018 **target** has been **exceeded**, and the visitor economy growing year on year; hence an improving Direction of Travel and a Green RAG rating.	Good is: Higher	⬆	G	**5,209** **FTE jobs were supported by the Tourism industry in Bolton in 2017** **32 more** than baseline (2015) **18 less** than 2016 This is against a target of 5,700 FTE tourism jobs; hence an Amber RAG rating and a sustaining Direction of Travel.	Good is: Higher	⟷	A
	Baseline: £420.4m (2015)				Baseline:5,177 FTE Jobs (2015)		
	Target: £433m (2018)[1]				Target: 5,700 FTE Jobs (2018)[1]		
	VT2 GM7 PL5				VT2 GM7 PL5		
Notes							
[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 Place Priority: Places and neighbourhoods which people are proud of			Latest Update: Quarter 4, 2018/19 – Delayed due to the start of the new waste disposal contract
Headline Indicator: Recycling Rate			
Bolton's Cumulative[1] Recycling Rate for 2018/19 is **48.02%** An **8.96 percentage points increase** from baseline (2015/16) **Bolton's Recycling Rate for Quarter 4 is** **44.19%** an **8.58 percentage points increase** from baseline (2015/16)	Good is: Higher ⬆ Baselines: 39.06% (2015/16) 35.61% (Quarter 4, 2015/16) VT3 / GM 7 / PL2		In 2018/19, Bolton's **annual** (cumulative[1]) recycling rate is: **8.96 percentage points higher** than the baseline (2015/16) **3.59 percentage points higher** than 2016/17 **0.99 percentage points** higher than 2017/18 The recycling rate is improving year on year, hence an **improving** Direction of Travel.
Supporting Measure: Household Waste			
Cumulative[1] household waste tonnages collected in 2018/19 is **363.38 kg per household** a **decrease of 106.38 kg** from baseline (2015/16) **Household waste collected for Quarter 4 is** **89.56 kg per household** a **decrease of 27.03 kg** from baseline (2015/16)	Good is: Lower ⬆ Baselines: 469.76kg (2015/16) 116.59kg (Quarter 4,2015/16) VT3 / GM 7 / PL2		In 2018/19, the **cumulative** kgs of household waste collected per household is: **106.38 kgs less** than 2015/16 **53.46 kgs less** than 2016/17 **15.44 kgs less** than 2017/18 Household waste tonnages are **reducing** year on year, hence an improving Direction of Travel.
Notes			
Source: Wasteflow. Figures may alter slightly, following data validation checks. Frequency: Quarterly [1] Cumulative – Quarters 1, 2, 3 and 4 combined			

Vision Place Priority: Create a Safe and Welcoming Bolton	Latest Update: Quarter 4, 2018/19

Headline Indicator: Killed and Seriously Injured

In 2018*, there were

82

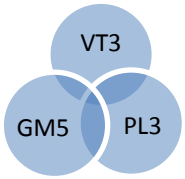
KSI casualties in Bolton from 567 reported casualties

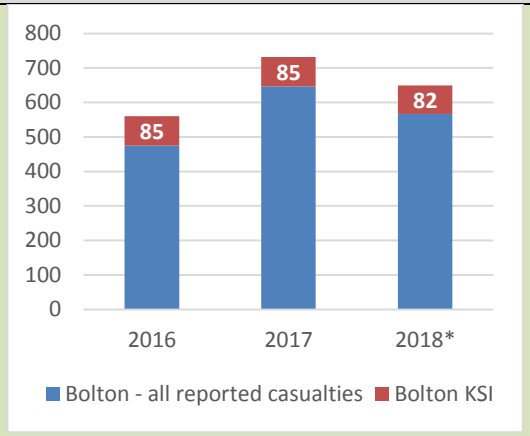
12 less than baseline, and
3 less than 2016 (475 casualties) and 2017 (647 casualties)

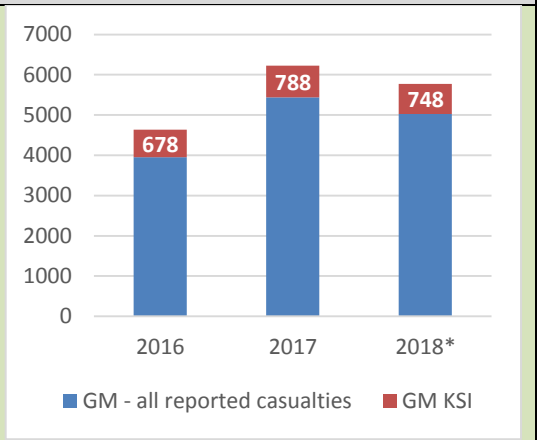
Good is: Lower ⟷ **TBC**

Baseline[1]: 94

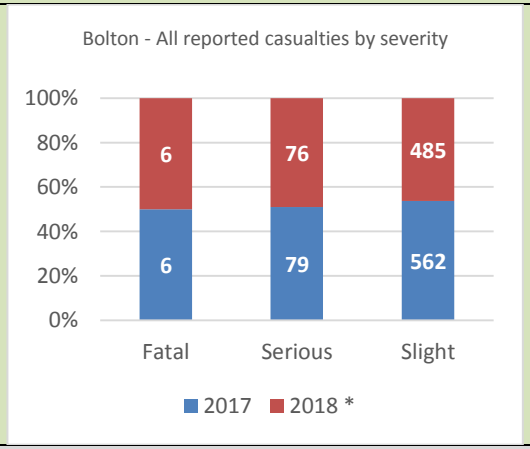
Forecast[2]: 57 by 2020

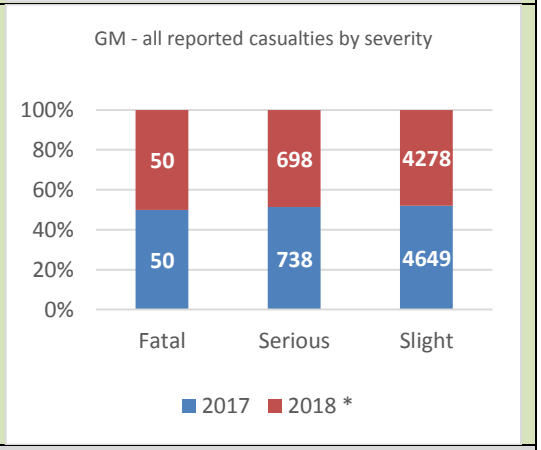






There were
748
KSI casualties across GM from 5,026 reported casualties
40 less than 2017 (5,437 casualties)
70 more than 2016 (3,955 casualties)





Notes

Source: TfGM Casualty Statistics
Frequency: Rolling 12-month periods
*2018 data 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 Place Priority: Create a safe and welcoming Bolton	Latest Update: Quarter 1, 2019/20

Headline Indicator: Victim Based Crime

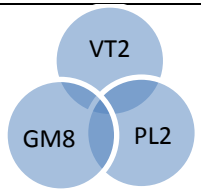
In the rolling 12-month period ending June 2019, there were:

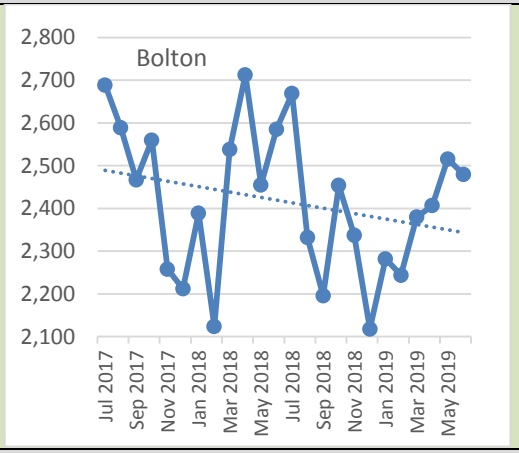
28,415
victim based crimes in Bolton

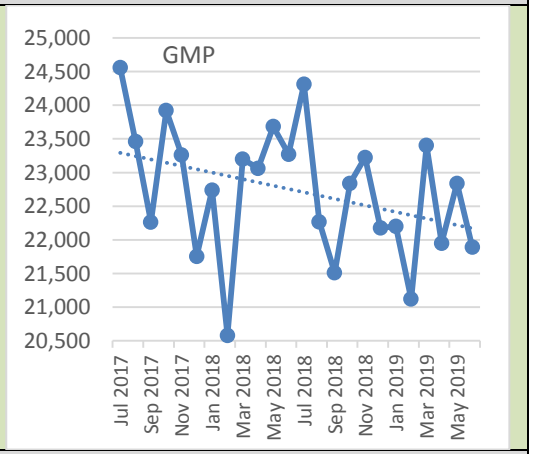
269,747
victim based crimes across GMP

Good is: Lower ⬆

Baseline: TBC[3]







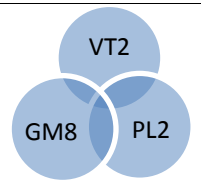
Supporting Indicator: Hate Crime

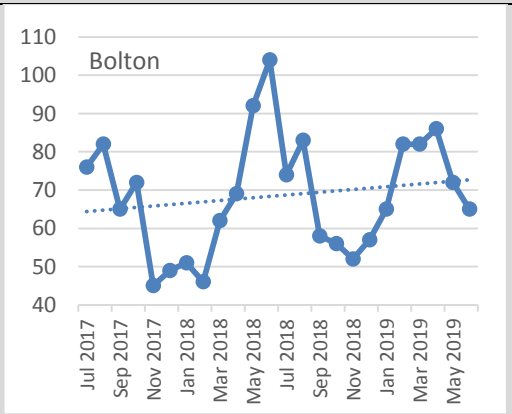
In the rolling 12-month period ending June 2019, there were:

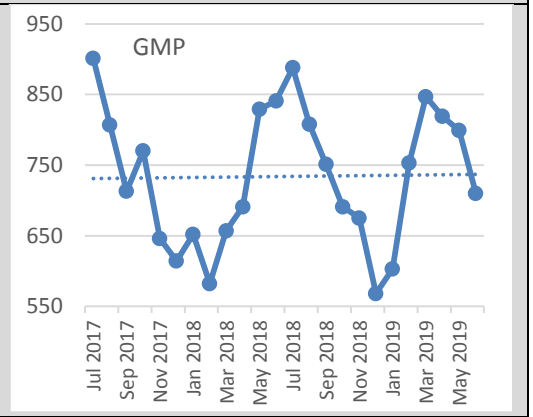
832
recorded hate crimes[1,2] in Bolton

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 B: DIRECTORATE OF PLACE – QUARTER 4 2018/19 PERFORMANCE DASHBOARD

Summary of Quarter 4, 2018/19					
Indicator	**Frequency**	**Good is…**	**DOT**	**RAG**	**Latest Update**
Employment Rate	Quarterly	Higher	⇔	A	Quarter 4
Business Growth Rate	Annual	Higher	↑	G	Quarter 4
New Business Start Ups	Annual	Higher	↑	G	Quarter 4
Level 4 Qualifications	Annual	Higher	⇔	G	Quarter 4
Level 2 Qualifications	Annual	Higher	⇔	A	Quarter 4
Net Additional Dwellings	Annual	Higher	↑	R	Quarter 1
Band D and above Properties	Annual	Higher	⇔	A	Quarter 4
Visitor Economy	Annual	Higher	↑	G	Quarter 4
Tourism Jobs	Annual	Higher	⇔	A	Quarter 4
Recycling Rate	Quarterly	Higher	↑	G[1]	Quarter 4
Household Waste	Quarterly	Lower	↑	G[1]	Quarter 4
Killed & Seriously Injured	Rolling 12 months	Lower	⇔	A[2]	Quarter 4
Victim Based Crime	Rolling 12 months	Lower	↑	TBC	Quarter 4

Notes
RAGs not based on targets:
[1]Recycling Rate RAG judged as Green as a substantial increase since baseline (no target)
[2]Killed & Seriously Injured judged as Amber as no substantial change since baseline (no target)

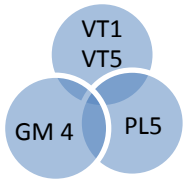
References

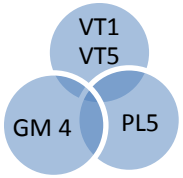
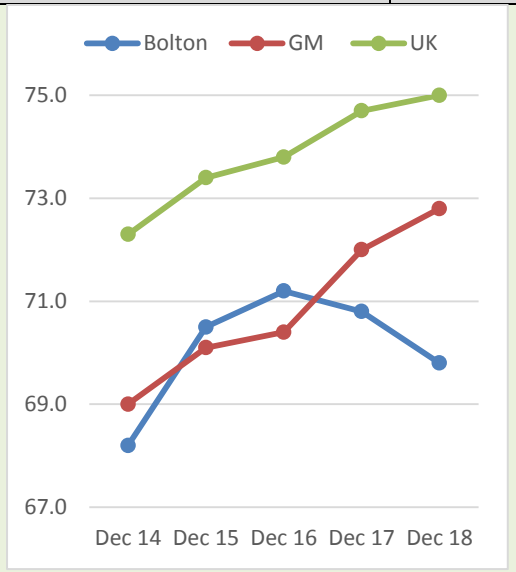
Reference Table					
Bolton Vision Place Themes		**GM Priority**		**Place Priority**	
VT1	Prosperous	GM 1	Children starting school ready to learn	PL1	Engagement and Improvement
VT2	Strong and Distinctive	GM 2	Young people equipped for life	PL2	Connected Neighbourhoods
VT3	Clean and Green	GM 3	Good jobs, with opportunities for people to progress and develop	PL3	Sustainable Assets
VT4	Starting Well	GM 4	A thriving and productive economy in all parts of Greater Manchester	PL4	Strong & Resilience Resources
VT5	Living Well	GM 5	World class connectivity that keeps Greater Manchester moving	PL5	Growth & Innovation
VT6	Ageing Well	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		

The dashboard is reported using the Bolton Vision Place Priorities:

- Vision Place Priority: Creating jobs and attracting new investment
- Vision Place Priority: Create a workforce responsive to demand
- Vision Place Priority: Provide Quality Housing
- Vision Place Priority: Create a strong and distinctive place
- Vision Place Priority: Places and neighbourhoods which people are proud of
- Vision Place Priority: Create a safe and welcoming Bolton
- Vision Place Priority: Create a well-connected Bolton
- Vision Place Priority: Provide joined-up services

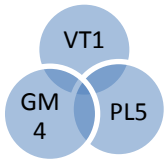
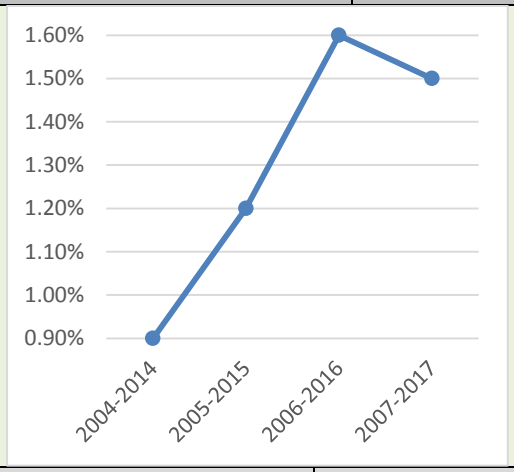
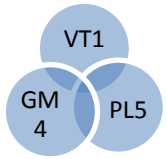
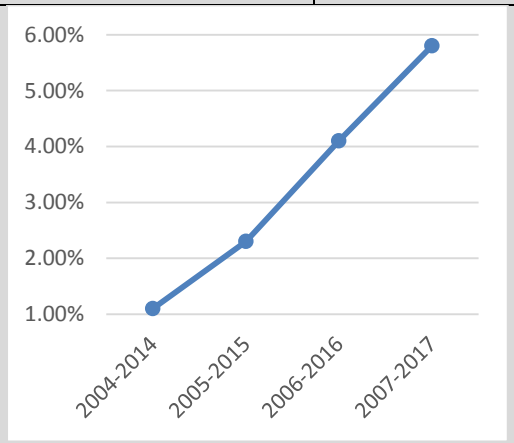
It is aligned to Place Directorate Priorities, Bolton Vision Themes and the Greater Manchester Strategy Priorities. Each indicator includes a bubble chart which details which Place Directorate Priority (ies), Bolton Vision Theme(s) and GM Strategy Priority (ies) the indicator relates.



Vision Place Priority: Creating jobs and attracting new investment			Latest Update: Quarter 4
Headline Indicator: Employment Rate[1]			
69.8% **of Bolton's residents**[2] **were in employment, December 2018** a **0.9 percentage point decrease** from September 2018 data (70.7%) a **1.0 percentage point decrease** from a year earlier (70.8%).	Good is: Higher ⟺ **A** Baseline: 69.8% (Sep 2015) Targets: 71% @ 2020 To National Average by 2030 		At the end of December 2018, Bolton's employment rate was: **3.0 percentage points lower** than GM (72.8%) **5.2 percentage points lower** than UK (75%) Bolton's employment figures have **sustained** over 69% since December 2015. GM and UK show a gradual improvement over the same time period, hence Direction of Travel sustaining, and an Amber RAG rating

Notes

[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 Place Priority: Creating jobs and attracting new investment			Latest Update: Quarter 4
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 		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 		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.
Notes			
[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 Place Priority: Create a workforce responsive to demand	Latest Update: Quarter 4

Headline Indicator: Level 4 Qualifications

32.7%
of Bolton's residents[1] were qualified to at least Level 4 in December 2018

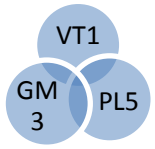
a **7.2 percentage point increase** from the baseline (2014)

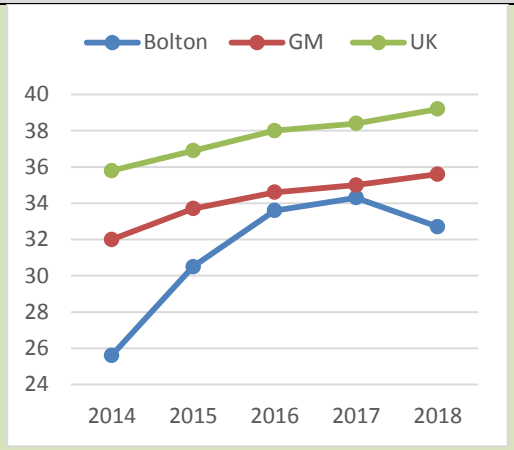
a **2.2 percentage points increase** since 2015
a **0.9 percentage points decrease** since 2016
a **1.6 percentage points decrease** since 2017

Good is: Higher ⟷ **G**

Baseline: 25.5% (Dec 2014)

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





At the end of December 2018, Bolton's Level 4 attainment was:
3.6 percentage points lower than GM
6.5 percentage points lower than UK

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

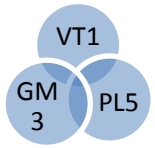
68.8%
of Bolton's residents[1] were qualified to at least Level 2 in December 2018

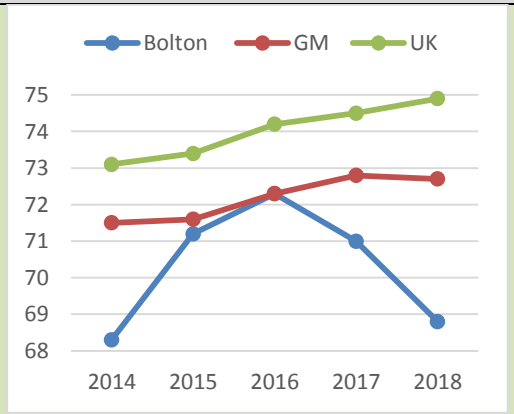
a **0.5 percentage points increase** from the baseline (2014)
a **2.4 percentage points decrease** since 2015
a **3.5 percentage points decrease** since 2016
a **2.2 percentage points decrease** since 2017

Good is Higher ⟷ **A**

Baseline: 68.3% (Dec 2014)

Targets: 69% by 2020
To UK average by 2030



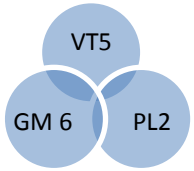
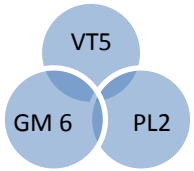


At the end of December 2018, Bolton's Level 2 attainment was:
3.9 percentage points lower than GM
6.1 percentage points lower than UK

Bolton's Level 2 has attainment improved since baseline with the target[2] for 2020 exceeded. However, the gap is widening with the 2030 target; hence a sustaining Direction of Travel, and an Amber RAG rating.

Notes

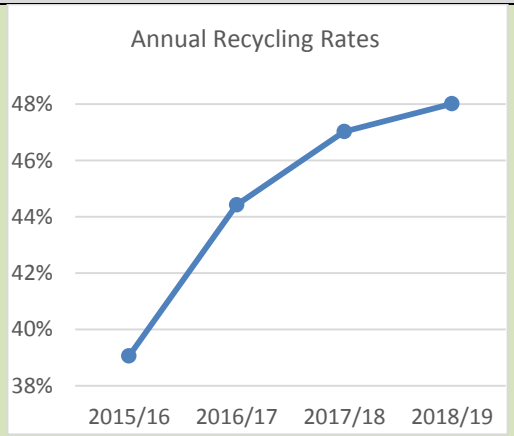
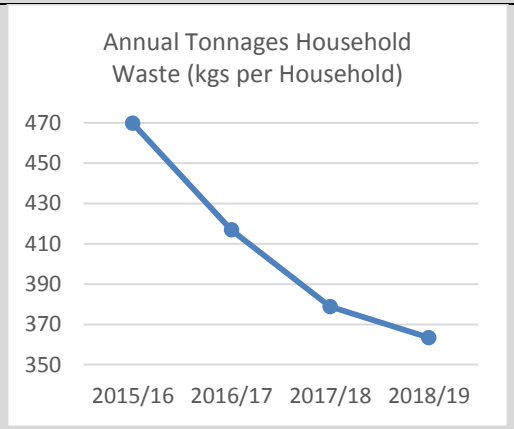
[1]% is a proportion of resident population of area aged 16-64
[2]Targets included in Bolton's Economic Strategy
Source: ONS annual population survey
Frequency: Annual

Vision Place Priority: Provide Quality Housing			Latest Update: Quarter 4
Headline Indicator: Additional Dwellings		**Supporting Indicator: Band D and above properties**[2]	
483[1] **net housing completions**[1] **in 2017/18** 513 net housing completions in 2015/16 438 net housing completions in 2016/17 Figures show a dip in net housing completions in 2016/17, but an increase in completions to end 2017/18, hence Direction of Travel as improving and a Red RAG rating.	Good is Higher ⬆ **R** Baseline: 513 (2015/16) Target: 694 net completions 	**23.9%** **of council tax receipts in 2017 were for Band D and above properties** 23.9% in 2016 23.8% in 2015 Results have sustained over the 3-year period, hence Direction of Travel sustaining and an Amber RAG rating.	Good is Higher ⬌ **A** Baseline: 23.8% of council tax receipts (2015) Targets: 25% by 2020 28% by 2030 

Notes

[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 Place Priority: Create a strong and distinctive place				Latest Update: Quarter 4		
Headline Indicator: Visitor Economy				**Headline Indicator: Tourism Jobs**		
Visitor Expenditure in Bolton in 2017 was **£438.9m** a **£18.5m increase** from baseline (2015) a **£7.1m increase** from 2016 The 2018 **target** has been **exceeded**, and the visitor economy growing year on year; hence an improving Direction of Travel and a Green RAG rating.	Good is: Higher	⬆	G	**5,209** **FTE jobs were supported by the Tourism industry in Bolton in 2017** **32 more** than baseline (2015) **18 less** than 2016 This is against a target of 5,700 FTE tourism jobs; hence an Amber RAG rating and a sustaining Direction of Travel.	Good is: Higher	⟺	A
	Baseline: £420.4m (2015)				Baseline:5,177 FTE Jobs (2015)		
	Target: £433m (2018)[1]				Target: 5,700 FTE Jobs (2018)[1]		
	VT2 GM7 PL5				VT2 GM7 PL5		
Notes							
[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 Place Priority: Places and neighbourhoods which people are proud of			Latest Update: Quarter 4
Headline Indicator: Recycling Rate			
Bolton's Cumulative[1] Recycling Rate for 2018/19 is **48.02%** An **8.96 percentage points increase** from baseline (2015/16) **Bolton's Recycling Rate for Quarter 4 is** **44.19%** an **8.58 percentage points increase** from baseline (2015/16)	Good is: Higher ⬆ Baselines: 39.06% (2015/16) 35.61% (Quarter 4, 2015/16) VT3 / GM 7 / PL2		In 2018/19, Bolton's **annual** (cumulative[1]) recycling rate is: **8.96 percentage points higher** than the baseline (2015/16) **3.59 percentage points higher** than 2016/17 **0.99 percentage points** higher than 2017/18 The recycling rate is improving year on year, hence an **improving** Direction of Travel.
Supporting Measure: Household Waste			
Cumulative[1] household waste tonnages collected in 2018/19 is **363.38 kg per household** a **decrease of 106.38 kg** from baseline (2015/16) **Household waste collected for Quarter 4 is** **89.56 kg per household** a **decrease of 27.03 kg** from baseline (2015/16)	Good is: Lower ⬆ Baselines: 469.76kg (2015/16) 116.59kg (Quarter 4,2015/16) VT3 / GM 7 / PL2		In 2018/19, the **cumulative** kgs of household waste collected per household is: **106.38 kgs less** than 2015/16 **53.46 kgs less** than 2016/17 **15.44 kgs less** than 2017/18 Household waste tonnages are **reducing** year on year, hence an improving Direction of Travel.
Notes			
Source: Wasteflow. Figures may alter slightly, following data validation checks. Frequency: Quarterly [1] Cumulative – Quarters 1, 2, 3 and 4 combined			

Vision Place Priority: Create a Safe and Welcoming Bolton	Latest Update: Quarter 4

Headline Indicator: Killed and Seriously Injured

In 2018*, there were

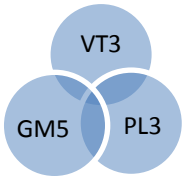
82

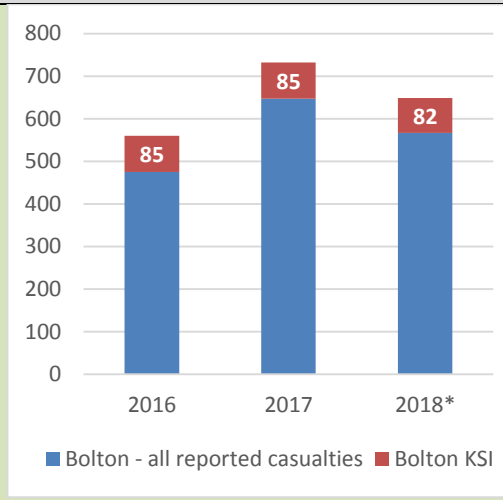
KSI casualties in Bolton from 567 reported casualties

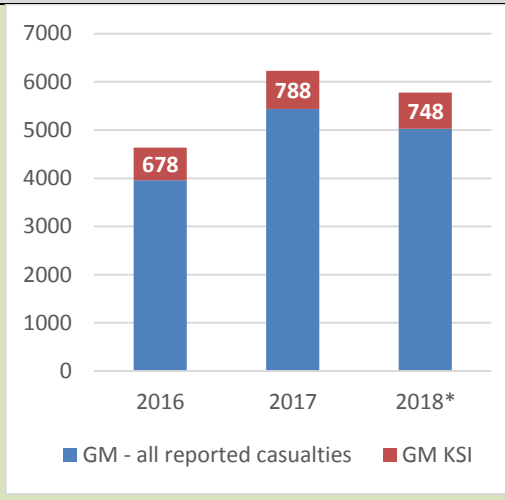
12 less than baseline, and
3 less than 2016 (475 casualties) and 2017 (647 casualties)

Good is: Lower

Baseline[1]: 94







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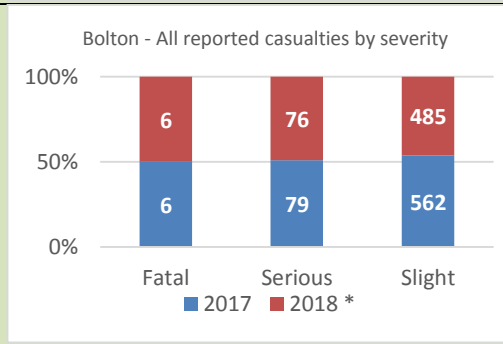
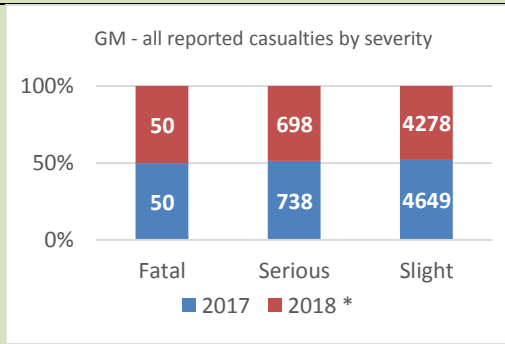




Notes

Source: TfGM Casualty Statistics
Frequency: Rolling 12-month periods
*2018 data is provisional until the end of year process is complete
Baseline[1]: Average of 2005-2009 KSI casualties

Vision Place Priority: Create a safe and welcoming Bolton	Latest Update: Quarter 4

Headline Indicator: Victim Based Crime

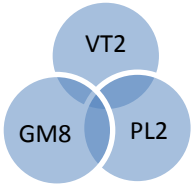
In the rolling 12-month period ending March 2019, there were:

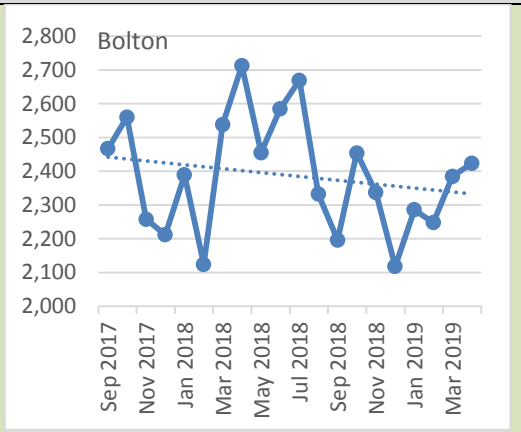
28,778
victim based crimes in Bolton

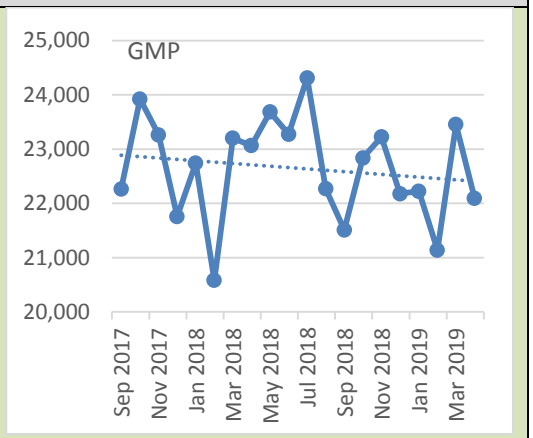
273,171
victim based crimes across GMP

Good is: Lower ⬆

Baseline: TBC[3]







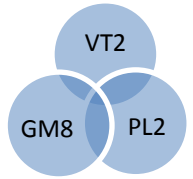
Supporting Indicator: Hate Crime

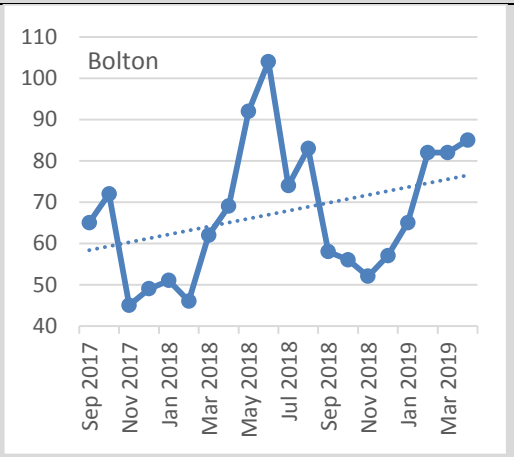
In the rolling 12-month period ending March 2019, there were:

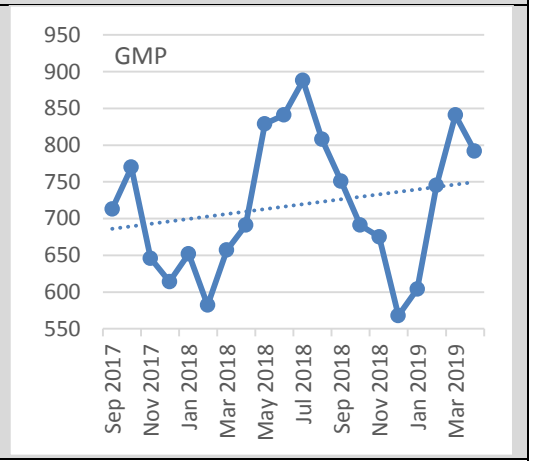
874
recorded hate crimes[1,2] in Bolton

8,932
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] New baseline will be confirmed in Quarter 1, 2019/20.

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