

# Bolton Council

**Report to:** Corporate and External Issues  
Scrutiny Committee

**Date:** 3<sup>rd</sup> October 2016

**Report of:** Director of Place

**Report No:**CEISC/02/16a

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**Tel No:** 336710

**Report Title:** **Development & Regeneration Department Performance Report –  
Current Position and Quarter 4, 2015/16**

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**Non Confidential:** This report does **not** contain information which warrants its consideration in the absence of the press or members of the public.

**Purpose:** The purpose of this report is to

- give a current overview of priorities for services of the Place Department, those being Strategic Development, Economic Strategy, Development Management and Libraries and Museum Service;
- provide relevant performance information for Bolton Community Leisure Trust; and
- provide the 2015/16 internal departmental Quarter 4 position and the outturn position as appropriate for Strategic Development, Economic Strategy, Development Management, Libraries and Museum Service and Housing Services.

**Recommendations:** The Corporate and External Issues Scrutiny Committee is recommended to note the performance information contained within this report.

**Decision**

**Background Doc(s):**

Leader/Executive Cabinet Member

Monitoring Officer

**Date:**

## 1.0 Introduction

1.1 This performance report is designed to

- give a current overview of priorities for services of the Place Department, those being Strategic Development, Economic Strategy, Development Management and Libraries and Museum Service;
- provide relevant performance information for Bolton Community Leisure Trust; and
- provide the 2015/16 internal departmental Quarter 4 position and the outturn position as appropriate for Strategic Development, Economic Strategy, Development Management, Libraries and Museum Service and Housing Services.

It includes:

- a summary of key performance;
- an update on delivering the strategic and service priorities;
- an update on operational management priorities; and
- an appendix giving details on Bolton Vision performance indicators and information tables containing detailed statistics – throughout this report <sub>BV</sub> references will be found – linking priorities to the Bolton Vision.

1.2 The detailed financial aspect will be separately reported to the Executive Cabinet Member.

## 2.0 Summary of Key Performance

Priority	Comments
<b>Town Centres</b> BV1, BV3.4, BV5	<b>Bolton Town Centre</b> <ul style="list-style-type: none"><li>• The construction of Bolton Central office development fronting Great Moor Street and Newport Street continued - with the steel frame clearly visible.</li><li>• The development of the restaurant area in the Victorian Vaults at The Market Place gathered pace with the opening of Great Ale Company and Prezzo. The Light Cinema at the Market Place is on programme to open, Summer 2016.</li><li>• The upgrading of the banqueting, conference and events facilities at the Albert Halls continued. Completion anticipated, Winter 2016/17.</li><li>• Formal appointments were made to undertake the shop front improvement works and the first 2 phases commenced. Enabling works continued on Newport Street in preparation for the public realm works and both elements are due to complete towards the end of 2016.</li><li>• A final offer of the Destination Bolton grant was made to The Coffee Grind for a unit on Newport Street</li><li>• Places for both Ironman and Ironkids were sold out.</li><li>• Work is on-going to scope and deliver the 2016 Bolton Food and Drink Festival.</li></ul> <b>Farnworth Town Centre</b> <p>St Modwen continued dialogue to secure pre-lets and a timetable for delivery of Phase 1a development of Farnworth Market Precinct. Officers are working with St Modwen to enable the development to commence in Summer 2016. Transport for Greater Manchester (TFGM) is in the process of finalising the design for the new bus station and is looking to submit a planning application in Summer 2016.</p>

<b>Development Sites</b> <small>BV2</small>	<p><b>Logistics North</b></p> <p>Officers continued to work with all parties to support the development of the site and associated initiatives. Section 106 funding was drawn down in March 2016 in line with the revised Section 106 agreement. Officers continued to support the timely production of Travel Plans.</p> <p><b>Rivington Chase</b> (formally Horwich Loco Works)</p> <p>The current focus remains on land assembly with land owners and the phasing programme.</p>
<b>Residential Growth</b> <small>BV10, BV12</small>	<p>Residential Growth work is continuing with the mapping and layering of data which will provide valuable information regarding the housing market in the areas where we have vacant sites. In addition work is underway to put together proposals for the next round of funding from the Homes and Communities Agency.</p>
<b>Planning and Building Control</b>	<p>Development Management underpins the delivery of key strategic developments including the delivery of Section 106 agreements and the discharge of conditions.</p> <p>The service continued to deliver strong performance against nationally-determined standards for both throughput and quality of decisions. At year end, cumulative building regulations' income exceeded projected full year income levels by 11.3% and cumulative planning applications' income exceeded full year projected income levels by 48.9%.</p>
<b>Libraries and Museum Service</b> <small>BV1, BV5</small>	<p>There were:</p> <ul style="list-style-type: none"> <li>• 243,456 visits in person across the service.</li> <li>• Customers accessed 48,867 computer sessions.</li> <li>• The service has further developed its range of library-based events and activities, resulting in a 22% increase in attendees when compared with Quarter 4, 2014/15.</li> </ul>
<b>Strategy and Policy Development</b> <small>BV4</small>	<p>In Quarter 4:</p> <ul style="list-style-type: none"> <li>• A new Local Development Scheme was prepared and brought into effect.</li> <li>• A draft Sustainable Design and Construction SPD was prepared and approved for consultation.</li> <li>• The Super Connected Cities broadband voucher scheme was completed early (in Quarter 3).</li> <li>• Bolton, Bury and Wigan Construction Club, March 2016 attended by over 100 delegates.</li> <li>• The Business Growth Adviser worked with 38 businesses providing free business support and advice.</li> <li>• The Business Growth Hub is working with 9 Bolton companies as part of the Textiles Growth Programme and 5 businesses as part of the GM Export Fund.</li> <li>• The Business Bolton Team engaged with 150 businesses on a range of areas.</li> </ul>

<b>Labour Market Performance</b> BV6, BV7, BV8, BV9	<p>To December 2015:</p> <ul style="list-style-type: none"> <li>• There were 127,600 people in work in Bolton – 800 more (126,800) than September 2015 and 3,100 more (124,500) than a year earlier.</li> <li>• The proportion of people aged from 16 to 64 in work (the employment rate) was 70.4% - a slight increase from the September 2015 data (69.8%) and is the highest rate since 2008. Regionally, Bolton's performance is consistently equalling or exceeding the GM rate (70.1%: December 2015).</li> </ul> <p>To November 2015, the worklessness (% of the working age population on key out of work benefits) Bolton rate was 11.4%, a 1.3 percentage point decrease from a year earlier (12.7%) and the lowest rate since 1999.</p> <p>For the calendar year 2015:</p> <ul style="list-style-type: none"> <li>• NVQ Level 2 levels were 125,100 (71.2%) – representing an 11 year high for Bolton, GM (71.6%) and nationally (73.4%).</li> <li>• NVQ Level 4 levels were 53,400 (30.4%) – representing an 11 year high for Bolton, GM (33.6%) and nationally (36.7%).</li> </ul>
<b>Public Service Reform</b>	<p>The Department has responsibility for delivering key public service reform programmes. This year has been a critical period for Bolton's development and delivery of the complex dependency agenda due to the expansion of both Family First (Troubled Families) and Working Well Programmes and the development of Bolton's Public Service Hub:</p> <ul style="list-style-type: none"> <li>• As of April 2016, Bolton had turned around 244 families in the Troubled Families 2 cohort.</li> <li>• Over 500 residents have been referred to the Working Well Pilot programme with 15% having found employment to date - exceeding Bolton's target by 5% and also the performance of other GM Local Authorities.</li> <li>• This year also saw the development of Bolton's Public Service Hub at Castle Hill Centre.</li> </ul>
<b>Leisure</b>	<ul style="list-style-type: none"> <li>• Swimming lesson enrolments saw another all-time high.</li> <li>• Health and fitness membership sales saw a downturn – mitigation of this planned.</li> <li>• Patronage data showed a 'levelling off' when compared with growth figures for 2013/14 - some specific areas which are contributing to the levelling off have been identified for investigation, but it was also acknowledged that patronage will show some element of equalising, following three years of month on month growth.</li> </ul>
<b>Low Carbon and Environmental</b> BV15	<p>In Quarter 4:</p> <ul style="list-style-type: none"> <li>• Fairtrade Town status was successfully renewed.</li> <li>• Transport for Greater Manchester's Walking Workplace Initiative was extended to September 2016.</li> <li>• Work on the Heat Network Raikes Lane/Town Centre project continued.</li> </ul> <p>At the end of the financial and performance year 2014/15, there were:</p> <ul style="list-style-type: none"> <li>• 52 successful Cycle To Work applications in 2015/16 and 166 certificates successfully approved since the start of the scheme, November 2013.</li> <li>• 91 sustainability champions across Bolton Council and its Partners.</li> </ul>

### 3.0 Delivery of Strategic and Service Priorities

#### 3.1 Town Centres – Bolton Town Centre

- 3.1.1 The **Town Centre Strategy** outlines interventions to stimulate and support the Bolton Vision ambition to ‘sustain existing and further develop key employment sites (primarily Bolton town centre and district centres)’. Its action plan encompasses a wide-ranging host of activity grouped under **six interventions**. Quarter 4, 2015/16 update:

##### **Creating a stronger town centre office market** BV1

- Construction of the Bolton Central office development, fronting Great Moor Street and Newport Street continued.
- Corporate Property Services continued to actively market council-owned buildings in line with its accommodation strategy.

##### **Further improvements to the town centre leisure and cultural offer** BV1

- The development of the restaurant area in the Victorian Vaults commenced with the opening of Prezzo and the Great Ale Company. Nando's is due to open, April 2016 and Gourmet Burger and El Mexicano due to open, June 2016. The remaining units continue to be actively marketed. Construction continued on the Light Cinema which is due to open, Summer 2016.
- The upgrading of the banqueting, conference and events facilities at the Albert Halls continued. Completion anticipated, Winter 2016/17.

##### **Public Realm Improvement Programme** BV1

- Enabling works – the site compound was erected, work to install the drainage channels completed and a number of tree pits excavated and cells installed ready for the planting of the trees. The first 2 phases of the shop front improvement works commenced and the third phase is due to commence, May 2016. Paving works will commence, Summer 2016 once the first phases of the shop front works have been completed.
- The programme for delivery of the new lighting scheme for Corporation Street/Market Street was completed with the new lighting to be installed, April 2016.
- The programme to replace benches in the town centre was completed with the installation of 12 new stainless steel benches on Oxford Street.

##### **Town Centre Living** BV1

- Planning consent was granted at Globe Works and Westpoint (Moor Lane) for a combined total of more than 400 units.

##### **Developing the Town Centre Campaign** BV1, BV3

- Work to deliver the 2016 **events programme** continued with entries for Ironkids/Ironman (16 and 17 July 2016) selling out and the scoping of the 11<sup>th</sup> Annual Bolton Food & Drink Festival (26 – 19 August 2016).

##### **Town Centre Parking Initiative** BV1

As part of Bolton's successful Town Centre Parking Initiative thousands of spaces at Deane Road, the Octagon and Topp Way multi-storey car parks continued to be free all day Saturday, Sunday and Bank Holidays. This was extended for the Christmas 2015 period to ‘free after 3pm’, as it was for Christmas 2014. The total number of transactions (vehicle entries) for Quarter 4, 2015/16 was 52,486 as compared with 45,530 for Quarter 4, 2014/15 - representing a 15.3% increase.

## **Other opportunities to support the town centre economy** BV1

- A final grant offer from Destination **Bolton business support grant scheme** was awarded to the Coffee Grind to facilitate the opening of vacant premises on Newport Street. This expands their operation as they already trade at Bolton Market
- Bolton Business Ventures completed their package of **business support** to businesses at Bolton Market to ensure the on-going success of the market into the future. A total of 7 businesses completed the entire programme.
- Formal appointments were made for the **Newport Street shop front improvement scheme**. Work on the first 2 phases commenced with a further phase due to commence in May 2016. Discussions are ongoing to secure involvement by all properties on the street (Victoria Square to Great Moor Street) in the scheme. Officers are monitoring issues and responding to them as and when they arise.
- Enabling works continued on Newport Street including setting up the site compound, completion of drainage channels and the excavation of a large number of tree pits. Paving works will commence Summer 2016 upon completion of the third phase of shopfront improvement works.

### **3.1.2 Town Centre Interchange** BV1

The land transfers at the interchange will take in summer 2016. Detailed design work continued for the S278 and S38 works. The construction programme for the Interchange remains on target

The construction of the 30,000 square foot Grade A office block fronting Great Moor Street continued and remains on programme.

## **3.2 Town Centres – Farnworth Town Centre**

### **3.2.1 Farnworth Town Centre** BV1

St. Modwen is in advanced legals with a number of occupiers for the retail units that form part of Phase 1a.

TfGM is finalising the design for the new bus station and a planning application is anticipated to be submitted in Summer 2016.

Farnworth Market ceased trading in February 2016 and officers are looking to secure the site in the immediate future prior to redevelopment by St. Modwen to exist, 26 February 2016.

Officers are working with St. Modwen to overcome a number of development issues to enable the development to commence in Summer 2016.

## **3.3 Development Sites**

### **3.3.1 Logistics North** BV2

Officers continued to work with all parties - Harworth Estates, MIDAS, Aldi, TfGM, Optima - to support the development of the site and associated initiatives. Section 106 was drawn down, March 2016 in line with the revised Section 106 agreement. Officers continued to support the timely production of travel plans.

### **3.3.2 Rivington Chase (formerly Horwich Loco Works)** BV2

The current focus is on land assembly and the phasing plan.

### 3.4 **Residential Growth Programme (RGP)** BV10, BV12

3.4.1 The Residential Growth work continues to progress with the mapping of available sites across the Borough alongside Housing Market Information and the results of the Housing Needs Assessment. This will provide detailed information about type of housing is needed where and affordability levels to inform any future development of sites.

3.4.2 Work has also been taking place with the Homes and Communities Agency to ensure that Bolton is able to maximise growth and funding opportunities through the release of the new prospectus. The prospectus was released this quarter and has a new focus on providing greater opportunities for home ownership and a move away from the provision of affordable housing. Consideration is being given to Starter Homes, and a collective bid for Greater Manchester has been submitted, of which Bolton is part of. Further consideration is being given o specialist accommodation, in particular older persons and shared ownership provision. These bids are being worked up with Housing Association partners.

#### 3.4.3 **Land Charges, Property Searches and GIS Mapping**

The Land Charges and Property Search services were delivered in line with targets and the income target was exceeded. Local Land and Property Gazetteer (LLPG) gold standard was achieved in excess of the end of year target.

### 3.5 **Planning and Building Control**

3.5.1 The service continued to enable the delivery of the **strategic development priorities** set out in Bolton Vision (Bolton Town Centre, Logistics North Bolton, and Horwich Loco Works) and to provide a high quality, effective and efficient statutory planning and building control and enforcement service, dealing with applications, enquiries and complaints in a professional and timely way.

3.5.2 Live tables for statistics on **planning applications** at national and local planning authority level are published by the DCLG on gov.uk:

- Major applications
  - Percentage determined within 13 weeks (16 weeks where an Environmental Impact Assessment (EIA) is involved).
  - Bolton's current performance, 100% which includes decisions with an extension of time - exceeding the government's target of above 50%.
- One County Matters application dealt with within the statutory period (100%).
- There were no appeals on major applications in Quarter 4.

Cumulative **building regulations' income** for the financial and performance year of 2015/16 totalled £373,404 – a 6.65% decrease (£26,602) on income levels for 2014/15 (£400,006). However, projected full year income levels were exceeded by 11.3% - budgeted annual income, £335,539.

3.5.3 The number of **applications** in Quarter 4 was 398 – a slight decrease of 4 when compared with Quarter 4, 2014/15 (402). In performance year 2015/16 there were 1,541 applications. **Site inspections** totalled 1,742 – a decrease of 196 when compared with Quarter 4, 2014/15 (1,938). In performance year 2015/16 there were 8,198 site inspections.

3.5.4 Cumulative **planning applications' income** for the financial and performance year of 2015/16 totalled £1,061,045 – a 20.02% increase (£177,038) on income levels for 2014/15 (£884,007). Income also exceeded full year projected income levels by 48.9% - boosted by the growing economy.

## **3.6 Library and Museum Service**

Bolton's Library and Museum Services incorporate the Central Library, the Museum and Aquarium, the Library Network and the Historic Halls. In Quarter 4, there were 345,304 physical visits across the service. Compared with the same period last year, Museum visits increased by 18% and visitors to Smithills Hall rose by 263%. The Hall's increase is attributed to now offering free entry, the provision of new café facilities and its varied events programme. There were 154,276 virtual visits to library and museum web sites in Quarter 4 – the largest increase during the quarter being for access to the services' pages on the corporate website: up 22% on Quarter 4 in 2014/15.

By service area, in Quarter 4:

### **3.6.1 Central Library and Museum** BV1

There were 210,004 physical visits to the Crescent (115,654 to the Central Library; 65,382 to the Museum; 28,968 to the Aquarium). One of the alternative uses to which the Museum is being put was hosting of a successful commercial event for KBL Solicitors' 30th anniversary. Over 100 members of the business community attended. Examples of talks delivered by staff included a lecture on Thomas Moran for 174 members of Bolton Decorative & Fine Arts Society and a session on "Mass-Observation" for 186 students from Bolton University's School of Art. In the performance year 2015/16, there were 844,739 physical visits to the Crescent - evidence that despite the impact of the One Stop Shop's relocation, the Crescent remains a popular venue for visitors to the Town Centre.

### **3.6.2 Library Network**

The Library Network continues to deliver in line with national 'Universal Offers' – which define what public libraries should provide and what users can expect. In Quarter 4, across the Library Network there were 243,456 physical visits. Customers accessed 48,867 computer sessions. The service has further developed its range of library-based events and activities, resulting in a 22% increase in attendees when compared with Quarter 4, 2014/15.

### **3.6.3 Information Offer**

The Service dealt with 46,724 enquiries – a 30% increase when compared with Quarter 4, 2014/15. Electronic enquiries have increased significantly (+123%) when compared with Quarter 4, 2014/15, though they still represent a small proportion of enquiries in person or by telephone.

### **3.6.4 Health Offer**

In Quarter 4, 'Books on Prescription' titles - previously only available via a health practitioner's recommendation - have been incorporated into the main lending collections and are now available on the open shelves. During the performance year 2015/16, the library network has hosted numerous displays, support groups and events promoting a healthy lifestyle and focusing on a variety of health issues. It continues to provide social and recreational activities to support citizens' wellbeing. A highlight of the year was the dementia partners' event hosted by Breightmet Library.

### **3.6.5 Digital Offer**

New People's Network computers were rolled out to all libraries and the majority of Neighbourhood Collection sites. Installation of Arts Council funded Wi-Fi equipment was completed, meaning that all libraries now offer free Wi-Fi services to customers. Each library delivered a coding session as part of the Society of Chief Librarians' 'Code Green' initiative during British Science Week. This introduced children to computer programming by showing them how to create games, animations and web sites. 'Share Digital' learning sessions were launched where staff are encouraged to share their own knowledge of applications and devices with colleagues to learn new digital skills.



### **3.6.6 Reading Offer**

The new Bookstart under-fives' sticker book 'Bear's Reading Adventure' was launched on National Libraries Day (6 February 2016). Children receive a sticker each time they visit their library. By the end of the quarter, 237 families had signed up to the scheme. During the quarter, Bolton Schools' Library Service delivered a number of reading-related events for local schools, including a talk by popular children's author, Cathy Cassidy, at Ladybridge School. The performance year 2015/16 saw the Service gaining an excellent reputation for hosting nationally and internationally renowned authors such as Patrick Ness, Kate Long and Linwood Barclay, amongst others. The Service has maintained its commitment to community partnerships such as "Live Literature" with the University of Bolton and various projects with the Octagon Theatre.

### **3.6.7 Learning**

Library and museum class visit attendees rose by 25% to 7,299. The Curious Minds project 'A House Through Time' was shortlisted for the Museums & Heritage Awards (Educational Initiative). The project was designed to help children with special needs experience cultural activities and involved over 30 children from local schools. Smithills Hall hosted and facilitated the project in partnership with the Body of Light Dance, a visual artist and the Octagon Theatre. Over 250 pupils from local schools visited the libraries during Shakespeare Week to create some fantastic Shadow Puppet theatre. New Arts and Creative classes for adults were launched at Smithills Hall, contributing to the increase in visitor numbers over the quarter.

### **3.6.8 Shared Services**

The Consortium of eight Greater Manchester Libraries formally launched a scheme to enable customers to access each other's services. The use of a shared library management system means that customers can join any other Consortium library using their existing library card. They can then:

- borrow material from partners' stock.
- use the library catalogue to search and reserve items in partners' collections.
- make use of other services provided by Consortium libraries, such as free computing facilities.

### **3.6.9 Exhibitions and Collections**

The documentation and valuation of the Town Hall civic collections were completed, ensuring safe storage and making collections easier to access and promote. An exhibition featuring a large number of objects from the Egyptology collection went on display at Two Temple Place in London. The exhibition aims to promote the significance of regional collections and cited Bolton's collection as internationally important.

### **3.6.10 Volunteers**

During Quarter 4, volunteers gave a total of 1,187.5 hours of their time.

- Ten new volunteer roles were introduced at community libraries and historic halls. Seven of these have been advertised to the general public and are detailed in a 'Volunteering Opportunities' booklet (available in print across the service and online at <http://www.boltonlams.co.uk/get-involved/volunteering>). The remainder have been offered to partner universities, colleges and community groups.
- Staff attended Bolton University's Annual Volunteering Fair to promote the volunteering offer.
- As part of a Society of Chief Librarians' initiative, a partnership was established with Bolton Halifax Bank, whereby its staff will deliver digital training sessions in our libraries.
- A Library and Information student from Germany completed her internship with the service.

In performance year 2015/16 106 volunteers gave 5,700 hours of their time. A partnership with Age UK volunteers was established to deliver a programme of activities in our libraries. Eight young volunteers achieved Bronze Arts Awards.

## 3.7 Strategy and Policy Development

### 3.7.1 Economic Growth Priorities (GM Strategy)

Bolton Council continues to work in partnership with a number of stakeholders on a range of initiatives which aim to **improve the competitiveness of local businesses** <sup>BV4</sup>. Specific examples this quarter include:

- **Bolton, Bury and Wigan Construction Club**, March 2016 attended by over 100 delegates.
- The council continued to promote the **Shared Apprenticeship Group Training Association (GTA) Programme** to relevant employers and contractors including:
  - Conversations with Buckingham Group, Winvic and Stateside Foods.
  - A meeting with Wilmott Dixon who is familiar with the scheme and has engaged apprentices in the past.
- The Bolton based **Business Growth Adviser** provided a minimum of 12 hours assistance to 8 businesses and engaged with and provided support to a total of 30 businesses.
- The **Business Growth Hub** is working with:
  - 9 companies in Bolton as part of the **Textiles Growth Programme**. 3 companies have successfully secured funding worth £274,000, safeguarding or creating 82 jobs under this scheme.
  - 5 businesses as part of the **GM Export Fund**. Grant funding of £50k has been awarded to one company which has created or safeguarded 5 jobs.
- The **Business Bolton Team** engaged with 150 businesses on a range of areas including procurement, property searches, recruitment, skills, new start, growing businesses, sector specific workshops and business networking events.

3.7.2 AGMA is in the process of reviewing the scope of the **Greater Manchester Spatial Framework (GMSF)**. A draft vision and a set of strategic objectives for the Framework were produced during 2015. A number of strategic options were also developed which outline a range of land requirements for housing and business over the next twenty years. A consultation on the GMSF Options ran from 9 November 2015 to 11 January 2016 so that the views of residents and businesses could be made. These responses have been analysed and will be used to shape the on-going development of a Draft Framework, which is expected to be ready for consultation by the end of 2016.

3.7.3 A new **Local Development Scheme** was prepared and brought into effect, 12 April 2016.

3.7.4 A **draft Sustainable Design and Construction SPD** was prepared and approved for consultation in April 2016.

3.7.5 The **Super Connected Cities broadband voucher scheme** was completed early (in Quarter 3) as there was a high demand for vouchers across Greater Manchester.

## 3.8 Labour Market Performance

3.8.1 The Working Age Employment Rates <sup>BV8</sup>, Worklessness <sup>BV9</sup> and NVQ Rates <sup>BV6</sup> <sup>BV7</sup> are key indicators used to assess Bolton's labour market performance. **Bolton's Skills Strategy** addresses improvements in the skill and qualification levels alongside measures to remove barriers to employment and support the hardest to help with integrated services.

3.8.2 The **Working Age Employment Rate** <sup>BV8</sup> measures the percentage of the working age population who are 'economically active' and in employment. In the Community Strategy, Bolton Vision set a target to maintain employment rate at 65% in the context of the baseline at that time (65.3%) and the challenging economic conditions when employment rates were at risk. Higher is therefore better and the rate has broadly increased each quarter since 2011 a trend reflected across the country.

The latest data to the end of December 2015 (70.4%; 127,600) shows a slight increase from the September 2015 data (69.8%; 126,800) and is the highest rate since 2008. Regionally, Bolton's performance is consistently equalling or exceeding the GM rate (70.1%: December 2015). Bolton's Performance:

- Year to March 2005, 73.8% - 10 year high.
- Year to December 2012, 65.6%.
- Year to December 2013, 65.8%.
- Year to December 2014, 68.9%.
- Latest: Year to December 2015, 69.8%.

3.8.3 **Worklessness** <sup>BV9</sup> measures the percentage of the working age population on key out of work benefits (including Job Seekers Allowance, Employment and Support Allowance (ESA)/Incapacity Benefit, Lone Parents and other income related benefits). Lower is therefore better and the latest data – November 2015 - exceeds the target set in Bolton Vision (keep levels below 17%) and continues the positive downward trend across the UK. The latest Bolton rate is 11.4%, a 1.3 percentage point decrease from a year earlier (12.7%) and the lowest rate since 1999. Regionally, Bolton's performance is mirroring GM performance; though slightly above the November 2015 GM rate (11%). Bolton's performance:

- 15 year low (November 2015), 11.4% (19,960 people).
- November 2012, 15%.
- November 2013, 14.2%.
- November 2014, 12.7%
- Latest: November 2015, 11.4%.

3.8.4 **NVQ Level 2** <sup>BV6</sup> measures the number and proportion of the resident population of Bolton, aged between 16 and 64, who are qualified to NVQ Level 2 or above. Higher is therefore better and the data released for the calendar year 2015 is 125,100 (71.2%) – representing an 11 year high for Bolton, GM (71.6%) and nationally (73.4%). Bolton Vision aimed to maintain skill levels amongst residents of working age and this figure represents an increase of 4,600 from 2014 (+3.8%).

3.8.5 **NVQ Level 4** <sup>BV7</sup> measures the number and proportion of the resident population of Bolton, aged between 16 and 64, who are qualified to NVQ Level 4 or above. Higher is therefore better and the data released for the calendar year 2015 is 53,400 (30.4%) – representing an 11 year high for Bolton, GM (33.6%) and nationally (36.7%). Bolton Vision aimed to maintain skill levels amongst residents of working age and this figure represents an increase of 8,300 from 2014 (+18.4%).

3.8.3 The Workshop delivers the **Work Programme** G4S contract in Bolton. The service, for Quarter 4, saw a 100% compliance rate for its MSO (Minimum Standard Offer) and a zero return rate for DMA (Decision Making and Appeals) activity – zero return is best – putting Bolton as leaders for compliance in the supply chain.

Total number of people currently on the programme is 268 - an increase in overall referrals due to receiving additional referral through excellence in performance.

These figures show the continuing net impact of people finding work, thus the decrease of referrals to the programme. In Quarter 4 at the Workshop:

- 59 were attached to the programme – an increase of 27 from Quarter 3.
- 42 were assisted into employment – a decrease of 9 from Quarter 3.
- 18 'Job Outcomes' were achieved – a decrease of 8 from Quarter 3.
- 320 continual sustainments (people staying in work) were achieved over the period.

Figures for the performance year 2015/2016 are:

- Number referred: 167.
- Number attached: 161.

- Job Starts: 217 - 80% Job Retention Rate.
- Jobs starts of those on ESA (Employment Support Allowance): 17 – 82% Job Retention Rate.
- Job Outcomes: 108.
- Continual Sustainments: 1677.

3.8.4 The **SFA** (Skills Funding Agency) **Community Learning Contract** shows a total of 6,340 academic year enrolments against the annual target of 7,448 individual learners for the end of the academic year, 2015/16 – representing approximately 85% of the annual enrolment target. The contract runs until 31 July 2016 and, as such it is expected that all contract targets will be met and over perform. The Community Learning provision is focussed towards employment skills for 2015/16 and is closely aligned with Local Enterprise Partnership, Skills Enterprise Partnership and Council priorities. The Community Learning Self-Assessment report 14/15 is currently assessed at Grade 1, outstanding with success and achievement rates at 98% for learners. OFSTED action planning continues to be revised on a weekly basis for the pending inspection which is now overdue. The property inspections and observations of teaching and learning are continuing in preparation for OFSTED. A learner destination project to track learners' progression routes was completed in January 2016 and showed that over 50% of contacted learners have gained employment or gone onto further learning in 14/15. Funding for Community Learning will change in the next academic year (starting September 2016) to the Adult Education Budget (AEB). The AEB funding will be performance paid and it will allow for delivery of some accredited provision to support skills growth. The delivery year of 16/17 will be considered a transition year for AEB funding which will then come under GM devolution.

### 3.9 Public Service Reform (PSR)

The Department has responsibility for delivering key public service reform programmes including Complex Dependency programmes, Family First and Working Well and development of Bolton's Public Service Hub – the former being a key delivery component of Bolton's response to better coordinating support for people with complex and multiple needs.

This year has been a critical period for Bolton's development and delivery of the complex dependency agenda due to the expansion of both Family First (Troubled Families) and Working Well Programmes and the development of Bolton's Public Service Hub. Bolton's Family First continues to be successful at working holistically with families to ultimately improve their outcomes and reduce demand on services. As of April 2016, Bolton had turned around 244 families in the **Troubled Families 2** cohort. 10 of these families moved into employment with the remainder displaying significant and sustained progress across a series of indicators ranging from education absence to reduction in crime and enhanced wellbeing. This represents the best percentage results in Greater Manchester. Bolton also made the commitment to increase the numbers of families for 2015/16 by 50 to support the GM bid. Bolton has been allocated a further 950 families for 2016/17 and are on target to allocate these families during the coming year. There are currently 1,020 on programme allocated across various support agencies and commissioned services. Work continues to build on the Family First lead professional model with the move toward hub based working across the entire complex dependency cohort.

The **Working Well Pilot**, aimed at getting long term unemployed residents into sustained employment across Greater Manchester, has had considerable success at improving outcomes for Bolton's residents. Over 500 residents have been referred to the programme with 15% having found employment to date - exceeding Bolton's target by 5% and also the performance of other GM Local Authorities. Clients have found employment across a broad range of sector including retail, caring occupations, administration and construction - 67% of which are Bolton based employers. Moreover, the majority of residents have been shown to have made positive progress across a number of social stabilisation measures including health, housing and work and skills. In particular, for those engaged with Working Well for the longest amount of time (18 months or more) there are notable improvements in residents' mental health and skills demonstrating that the programme's personalised and sequenced approach has been successful in supporting residents with multiple

barriers to employment. The success of the Working Well Pilot in getting some of our most complex residents into work has led to its expansion to cover wider groups of residents who are unemployed or on low pay. The programme was implemented across Greater Manchester at the end of Quarter 4 with approximately 2,000 residents eligible for the voluntary programme in Bolton over the next year. Currently, over 480 residents have been referred onto the expanded programme.

This year also saw the development of **Bolton's Public Service Hub** at Castle Hill Centre. The Hub is intended to improve outcomes for our vulnerable and complex residents and reduce demand on costly services. Implementation of Phase 1 of the Hub – the Multi Agency Screening and Safeguarding Service occurred at the end of Quarter 3. The MASSS consists of the Public Protection Investigation Unit from Greater Manchester Police and Children's Services Referral and Assessment Team. The rationale for co-location of these teams was to enhance safeguarding activity in relation to the frequency and effectiveness of strategy meetings; and ensuring integration with other key services in line with OFSTED requirements and as part of the next phase of the Hub. This approach has proved effective with positive feedback from partners regarding efficiency, response times and service consistency. Phase 2 of the Hub is intended to co-ordinate support for residents presenting complex and multiple needs. In partnership with local services Phase 2 of the Hub will support Lead Professionals by drawing on and co-ordinating the collective expertise and information provided by partner agencies to explore options for engaging differently with complex individual and families. To date a number of agencies are already co-located on this basis including National Probation Service, Bolton Integrated Drug and Alcohol Service, Bolton at Home and other Council services including Behaviour Support and Housing Advice. Key enablers including development of a case management system; the Information Sharing Agreement and evaluation process are being progressed.

### 3.10 Leisure

**Bolton Community Leisure Trust (BCLT)** and its managing agent, Serco Leisure Operating Limited is responsible for the day to day operation of seven leisure centres in the Borough. In Quarter 4, overall **patronage** continued to grow, but showed a levelling off when compared with growth figures for 2013/14. BCLT has identified some specific areas which are contributing to the levelling off, but also acknowledged that patronage will show some element of equalising, following 3 years of month on month growth. Please see Table 1 of the appendix for further details on patronage.

**Health and Fitness membership sales** have seen a downturn during Quarter 4, with the majority of the deficit lying with Horwich and Farnworth Leisure Centres. In order to mitigate this, the focus over the next quarters will be on retention and the customer journey. **Swimming lesson enrolments** saw an all-time high once again in Quarter 4.

In Quarter 4, the proposals **to re-develop Howich Leisure Centre** were approved.

The '**This Girl Can Funding**' programme started, 4 January 2016 with 2 very successful initiatives – ladies only casual swimming sessions with an average of 20 ladies attending each session and adult ladies only swimming lessons with all places taken.

A £1,560 **Sportivate bid** has been secured, working with Jason Kenny Centre, Bolton College, Bolton 6<sup>th</sup> Form and the University of Bolton to deliver six weeks of activity targeting 14-25 years old female non-active students to access and try a range of activities and classes to actively encourage them to become active. This commenced in January and 12 participants have been recruited.

**Club 1 programme funding** of £1,090 has been secured in partnership with Street Games and Sports Reunited with the aim of engaging with families and residents associations to encourage more families to experience the centres and what they have to offer. The help of voluntary organisations has meant that over 93 participants have been engaged.

The **Health Pathway** programme started across 3 leisure centres in 2015 – Jason Kenny, Farnworth and Horwich:

- 98 individuals have accessed the programme.
- Of the 98 individuals, 28% have gone on to remain active after 6 months and onto a membership type and have taken up independent exercise.

Quarter 4 saw the programme expand to include Leverhulme and Westhoughton Community Leisure Centres with 95 new individuals signing onto the programme.

### 3.11 **Low Carbon and Environmental** BV15

In Quarter 4:

- Fairtrade Town status was successfully renewed. 2 Fairtrade events took place in Quarter 4 – council staff Fairtrade Breakfast and Dark Secrets Walk – see Council GLOs update.
- The Transport for Greater Manchester's Walking Workplace Initiative was extended to September 2016 and 3 lunchtime walks for council staff were held.
- Work on the Heat Network Raikes Lane/Town Centre project continued.

At the end of the financial and performance year 2014/15, there were:

52 successful **Cycle To Work** applications in 2015/16 and 166 certificates successfully approved since the start of the scheme, November 2013.

#### 91 **sustainability champions**<sup>1</sup>:

- 44 Bolton at Home Super Greens.
- 47 Bolton Council GLOs (Green Liaison Officers).

Bolton at Home (BH) Super Greens have been involved in:

- A lunch and learn session where local Permaculture expert Steve Jones delivered a session on the principles of Permaculture and how this can be translated to growing food in your own back garden.
- A practical session planting up the raised beds in BH's Green Café Garden.
- Litter picks around BH estates and around the BH offices.
- A visit to BH's grounds maintenance partner to look at the composting and mulch production process, to understand how the arisings from BH estates are reused as part of the grounds maintenance work.
- A visit to Offshoots Permaculture project in Burnley.

The Council GLOs have:

- Taken part in and encouraged colleagues to complete the staff travel survey in October 2015.
- Baked cakes and other breakfast goodies for the council staff Fairtrade breakfast in the town hall. (75 people attended and we raised over £80 for Fairtrade in Bolton)
- Organised and took part in a Fairtrade 'dark secrets' around Bolton town centre.

## 4.0 **Delivery of Operational Priorities**

### 4.1 **Service Investment Update and Divisional Savings and Efficiency Targets**

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<sup>1</sup> Other partners' data still to be confirmed.

The final outturn position for Development and Regeneration excluding Housing Services is an underspend of £140,000 after reserve movements, leaving a general reserve balance of £38,039. Capital expenditure for Development & Regeneration at final outturn including one-off funding was £2,672,000 against a revised projection at Quarter 3 of £4,484,000. The £376k savings target for 2015/16 has been achieved.

## 4.2 Risk Register

The Department's risk registers were last reviewed in August 2015 and reported in Quarter 1. Forty six risks were identified:

- 24 risks have been identified as operational, 21 as corporate and 1 as both.
- 32 risks are categorised as green, 13 as amber and 1 as red.

All the risks are reviewed according to their assigned review dates and categorisation. They are managed in accordance with the processes outlined in the risk register.

## 4.3 Service Infrastructure

Internal communications, external communications, shared systems, website, the delivery of the Agilisys contract and accommodation changes are supported on an on-going basis.

## 4.4 Managing Customer Care

The number of **complaints** received by the department are monitored and compared with 2014/15 data. Twenty complaints were received for Quarter 4, 2015/16:

- There were 3 more complaints received than in Quarter 4, 2014/15.
- Development Management division received the majority of complaints (7).

Further analysis of the 20 complaints received shows that:

- The main reasons that complainants identified for making their complaints were 'unsatisfactory / substandard level of service', of which there were 11.
- 2 complaints were upheld (i.e. the Department found in the customer's favour); 4 were partially upheld (i.e. the Department found partially in the customer's favour); and 14 were not upheld.

Libraries, Museums and Archives service received 2 complaints which were partially upheld – 1 was about an issue between 2 customers which took place in a library and the other related to a broken piece of equipment and the frustration it caused. Development Management received 3 complaints; 2 of which were fully upheld and 1 which was partially upheld. The 2 fully upheld complaints related to staff shortages which led to delays in processing applications. However, recent recruitment means that the team is back to full capacity. The partially upheld complaint related to a response not being provided to a customer – staff have been reminded to update complainants regarding investigations into dangerous buildings / unauthorised work. Community Housing received 1 complaint which was partially upheld as a letter was not sent to the relevant person when Customer Services Division received notification of an issue relating to waste accumulation. Quarterly and yearly statistics can be found in Table 2 of the appendix.

Recording of **compliments** is also an important indicator within customer care. Services are being encouraged to log compliments to internal systems. They can then be summarised within this, and future, departmental performance reports. 7 compliments were logged by the department in Quarter 4:

- 6 for Libraries, Museum and Archives' (LMA) service 5 of which complimented staff and how enjoyable they made visiting the service and the other which acknowledged Harwood Library, its opening times and facilities.
- 1 for Community Housing which complimented the service received in applying for a housing application with Homes for Bolton, specifically the customer service and helpful staff.

#### 4.5 **Managing Sickness**

Overall cumulative sickness absence levels for 2015/16 (12.4 days per FTE) have decreased slightly compared with 2014/15 (13.1 days per FTE). The majority of absence was due to stress/depression and operations/hospital treatments - much of which has been analysed as being non work related. Key messages are:

- Economic Strategy and Housing Services have been the main areas of concern largely due to long term sickness; however the employees affected have been pro-actively managed throughout their absence.
- Absence due to stress/depression has increased compared to the same period last year.

Quarterly and yearly divisional statistics can be found in Tables 3 and 4 of the appendix.

#### 4.6 **Managing Information: Freedom of Information, Environmental Information Regulation and Subject Access Requests**

**Information requests** are answered under the **Freedom of Information Act (FOIA) 2000**, the **Environmental Information Regulations (EIR) 2004** or the **Data Protection Act 1998**. The Council is required to respond to requests within 20 working days and Subject Access Requests within 40 days.

- 53 requests were received for Quarter 4 - 39 of these were for the department alone and 14 were cross cutting across the council. The largest proportion of requests received by the department was for Community Housing who received 19 requests.
- 94% of requests were answered on time.

Working on an average of 4.3 officer hours per request, the department allocated 228 hours of officer time on information requests during Quarter 4.

### 5.0 **Recommendation**



- 5.1 The Corporate and External Issues Scrutiny Committee is recommended to note the performance information contained within this report.



## Appendix - Key Performance Indicators<sup>2</sup>

Foot Note	Performance Indicator	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Current RAG	Direction of Travel	Comments	Report Section
BV1	Develop key employment sites	See narrative in report for updates.				Green	↔	On track to deliver against priorities.	3.1; 3.2
BV2	Key developments on additional employment sites. Private sector led which will be a critical influencing factor on the rate of progress.	See narrative in reports for updates.				Green	↔	On track to deliver against priorities.	3.3
BV3.1	Increase the number of group visits to Bolton.	Indicator/data no longer included in the Visitor Economy Strategy.							
BV3.2	Increase footfall at the annual Bolton Food and Drink Festival. • Baseline of 94,000 in 2011. • Target of 140,000 visitors by 2015.	Q2	201,911	Q2	Q2	Green	↑	<ul style="list-style-type: none"> <li>28-31 August 2015.</li> <li>Target exceeded - an increase of 48,634 visitors (32%) on the baseline.</li> </ul>	
BV3.3	Generate at least 2,000 additional bed-nights annually at Bolton accommodation businesses.	Total = 2,774 bed nights (annual figure 2015)							
BV3.4	Hold at least five nationally recognised events in Bolton during the life of the strategy (to 2015)	1 1: cumulative	2 3: cumulative	0 3: cumulative	0 3: cumulative	Green	↔	<ul style="list-style-type: none"> <li>Skyride, 7 June 2015.</li> <li>Ironman UK Triathlon, 19 July 2014.</li> <li>Ironkids, 18 July 2014.</li> </ul>	3.1.1
BV4	Sustain levels of active VAT/PAYE registered businesses within Bolton at an average of 8,500.	Annual Count (January 2015 – December 2015): target/data being confirmed.							
BV5	Maintain business birth rates above 1,000	Indicator/data no longer collated.							
BV6	Working age qualified to at least NVQ Level 2 or higher.	December 2015: 125,100; 71.2%.							
BV7	Working age qualified to at least NVQ Level 4 or higher.	December 2015: 53,400; 30.4%.							

<sup>2</sup> BV10-BV14: Housing Services indicators in previous reports.

BV8	Maintain working age employment rate at 65%.	69.1%	70.1%	69.8%	70.4%	Green		The latest data is the highest rate since 2008 after remaining relatively static since 2010.	3.8.2
BV9	Keep levels of worklessness below 17%.	12.7%	12.0%	12.0%	11.4%	Green		The latest Bolton rate is a 1.3 percentage point decrease from a year earlier (12.7%) and the lowest rate since 1999.	3.8.3
BV15	Reduce the overall CO <sub>2</sub> emissions across Council operations by 1,700 tonnes by 2015.	Indicator, baseline and target no longer comparable – as detailed in Quarter 1 report.							
BV16	Increase the number of GLOs to 100 members of staff across the Council and its Partners by 2015.	Annual Count: (April 2015 – March 2016): 91 sustainability champions* *Data from Bolton Council and Bolton at Home only. Other data still being confirmed.							3.11

## Appendix – Data Tables

### Bolton Community Leisure Trust - Patronage

Table 1 shows the patronage figures across Bolton Community Leisure Trust month on month from 2013 to the end of March 2016.

Table 1: Patronage across Bolton Community Leisure Trust							
Months	2013	2014	2015	2016	2013 -2014	2014 -2015	2015 -2016
	Actual Patronage	Actual Patronage	Actual Patronage	Actual Patronage	Variance	Variance	Variance
January - December	1,073,292	1,175,992	1,168,214		102,700	-7,778	
January - November	1,012,421	1,114,086	1,111,135		101,665	-2,951	
January - October	929,686	1,025,092	1,034,328		95,406	9,236	
January - September	845,438	926,610	931,555		81,172	4,945	
January - August	767,688	823,700	849,953		56,012	26,253	
January – July	680,180	719,239	758,059		39,059	38,820	
January - June	585,446	614,265	642,762		28,819	28,497	
January - May	480,669	509,459	531,406		28,790	21,947	
January - April	383,945	404,452	426,072		20,507	21,620	
January - March	285,970	303,125	321,268	321,274	17,155	18,143	6
January - February	189,521	197,436	207,023	211,277	7,915	9,587	4,254
January	92,392	100,414	99,746	101,667	8,022	-668	1,921

### Managing Customer Care – Complaints

Table 2 details numbers of complaints received for Quarters 1-4, 2014/15 and Quarters 1-3, 2015/16.

Table 4: Customer complaints received by service area										
Service Area	2014/15					2015/16				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Crosscutting	0	0	0	0	0	0	0	0	1	1
Bolton One	0	0	0	0	0	0	0	0	0	0
Community Housing	7	7	5	4	19	1	5	1	4	11
Development Management	4	8	5	10	17	7	15	12	8	42
Economic Strategy	0	0	0	0	0	0	1	0	1	2
Libraries, Museums and Archives	N/A	N/A	5	3	5	8	10	4	6	28
Serco	0	0	0	0	0	0	0	0	0	0
Strategic Development	1	0	1	0	2	0	0	0	0	0
Strategic Housing	0	1	0	0	1	0	0	0	0	0
<b>Grand Totals</b>	12	16	16	17	44	16	31	17	20	84

## Appendix – Data Tables

### Managing Sickness

The divisional outcomes by quarter are set out in Table 3.

<b>Table 3: Managing Sickness: Quarterly Divisional Outcomes</b>					
Division	Average Days Sickness Per FTE				
	Quarter 1 2015/16	Quarter 2 2015/16	Quarter 3 2015/16	Quarter 4 2015/16	Final Days Sickness Per FTE
Directorate, Leisure Trust & Support Services	0.0	0.0	0.0	0.0	0.0
Economic Strategy	5.9	2.3	3.2	0.8	12.5
Housing Services	4.3	4.1	5.7	5.8	19.8
LMA	2.8	1.8	2.7	1.7	9.0
Planning & Building Control	1.8	1.1	3.8	3.3	10.2
Strategic Development	4.9	2.2	0.6	0.8	9.0
<b>2015/16 Total</b>	<b>3.5</b>	<b>2.4</b>	<b>3.6</b>	<b>2.9</b>	<b>12.4</b>

The cumulative divisional outcomes between years are set out in Table 4.

<b>Table 4: Managing Sickness: Yearly Divisional Outcomes</b>		
Division	Cumulative Average Days Sickness Per FTE	
	April 2014 – March 2015	April 2015 – March 2016
Directorate, Leisure Trust & Support Services	0.0	0.0
Economic Strategy	5.9	12.5
Housing Services	18.9	19.8
Libraries, Museum, Archives	12.4	9.0
Planning & Building Control	5.2	10.2
Strategic Development	16.9	9.0
<b>Overall</b>	<b>13.1</b>	<b>12.4</b>