

## Front Sheet

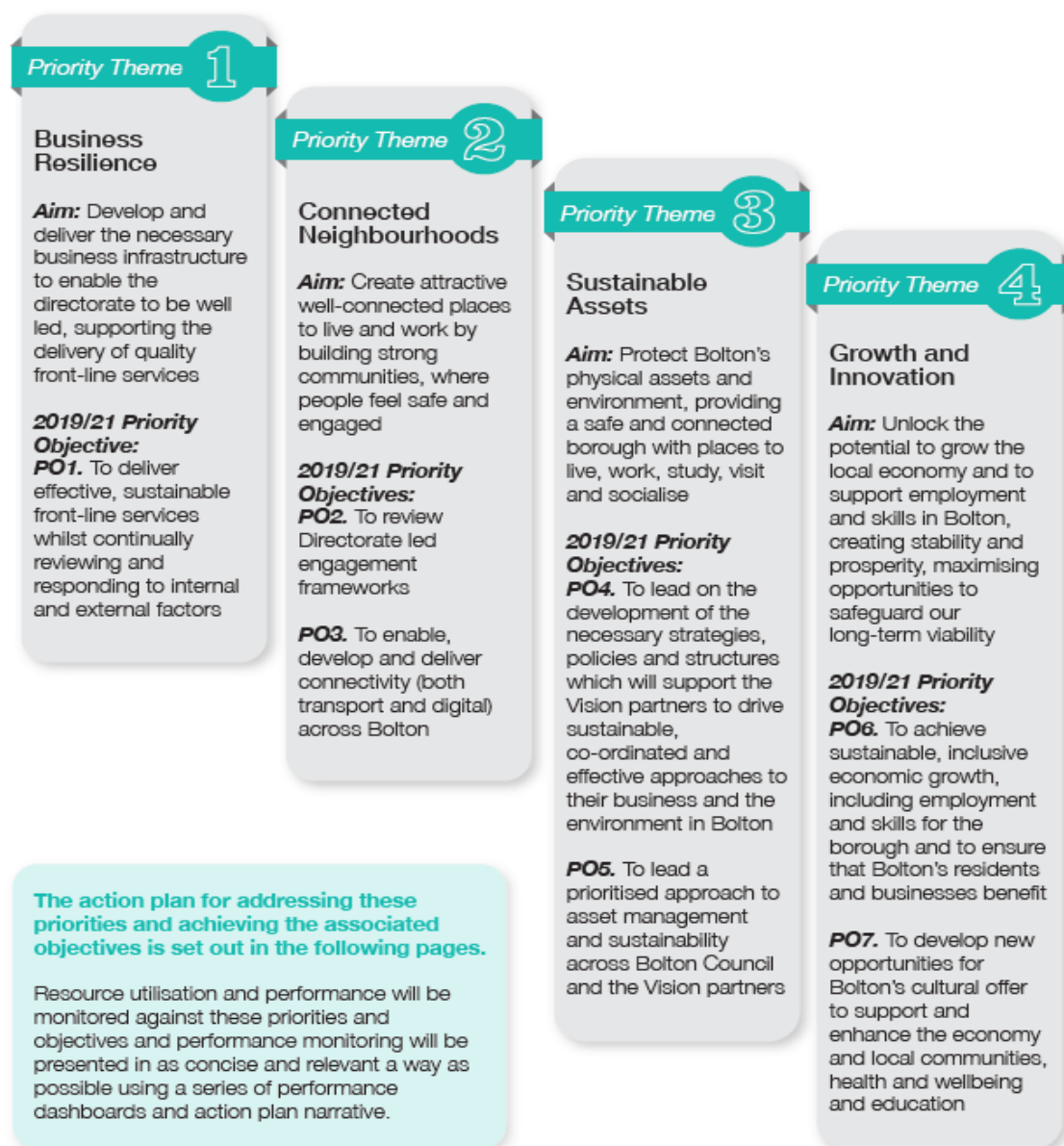
<b>Report to:</b>	<b>Executive Cabinet Member for:</b> Environmental Services Delivery		
<b>Date of meeting:</b>	16 <sup>th</sup> March 2020		
<b>Report of:</b>	Director of Place	<b>Report number:</b>	ECMESD/741
<b>Contact officer:</b>	Tammy Tatman	<b>Telephone Number</b>	01204 336733
<b>Report title:</b>	Directorate of Place Performance Report Quarter 3, 2019/20		
<b>Not Confidential</b>			
This report does not contain information which warrants its consideration in the absence of the press or members of the public.			
<b>Purpose:</b>	To present key Directorate performance information for the period Oct 2019 – Dec 2019 (Q3 19/20).		
<b>Recommendations:</b>	The Executive Cabinet Members are recommended to: <ul style="list-style-type: none"> <li>Note the Quarter 3, 2019/20 performance information for the Directorate of Place.</li> </ul>		
<b>Decision:</b>			
<b>Background documents:</b>			
<b>Signed:</b>	Leader/Executive Cabinet Member	Monitoring Officer	
<b>Date:</b>			

<b>Consultation with other officers</b>		
Finance	No	N/A
Legal	No	N/A
HR	No	N/A
Equality Impact Assessment required?	No	N/A
Consultation Required	No	N/A
<b>Vision outcomes</b> 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

## 1.0 INTRODUCTION

- 1.1 In order to monitor performance against key directorate priorities, a quarterly performance report is produced across all directorates within the Council. Following the launch of the Directorate Plan 2019/20, this performance report has been realigned to monitor and report against new key priorities and directorate action plan.

Diagram 1 – Directorate of Place 19/21 Key Priorities



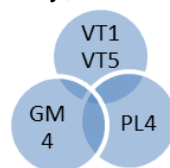
## 2.0 Performance Dashboard Quarter 3, 2019/20

Reference Table					
Bolton Vision 2030 Place Themes		GM Priority		Place Priority	
VT1	Prosperous	GM1	Children starting school ready to learn	PL1	Business Resilience
VT2	Strong and Distinctive	GM2	Young people equipped for life	PL2	Connected Neighbourhoods
VT3	Clean and Green	GM3	Good jobs with opportunities for people to progress & develop	PL3	Sustainable Assets
VT4	Starting Well	GM4	A thriving & productive economy in all parts of GM	PL4	Growth & innovation
VT5	Living Well	GM5	World class connectivity that keeps GM moving		
VT6	Ageing Well	GM6	Safe, decent & affordable housing		
		GM7	A green city region & a high-quality culture & leisure offer for all		
		GM8	Safe & Strong communities		
		GM9	Healthy lives with good care available for those that need it		
		GM10	An age-friendly GM		

2.1 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

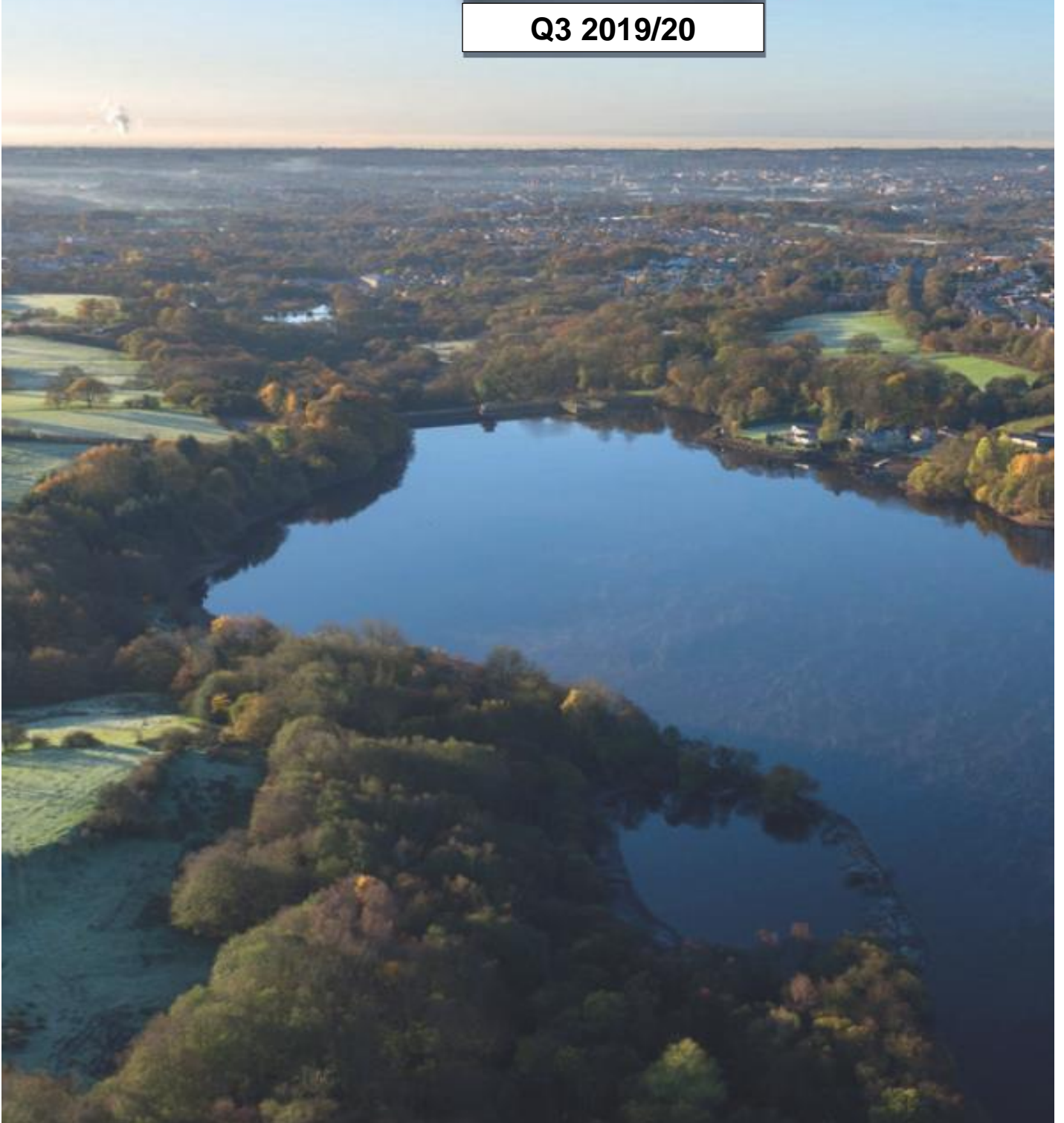
2.2 It is aligned to Place Directorate Priorities, Bolton Vision Themes and the Greater Manchester Strategy Priorities. Each indicator includes a bubble chart which details which Place Directorate Priority, Bolton Vision Theme and GM Strategy Priority the indicator relates.

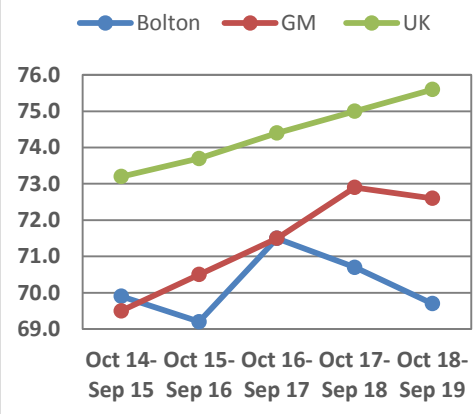
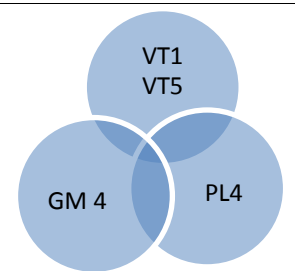


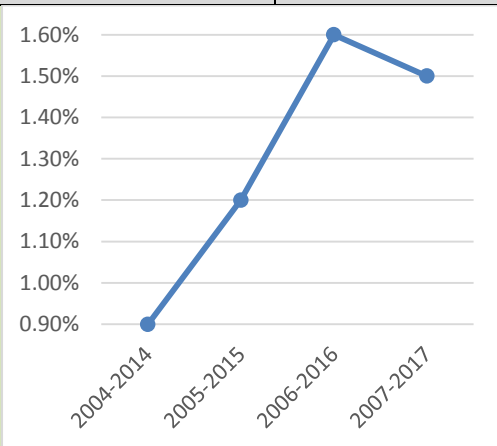

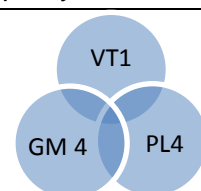

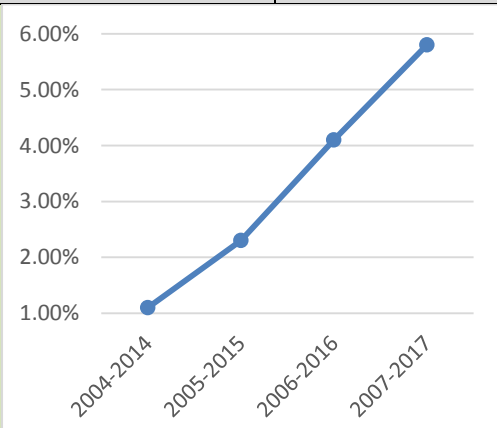
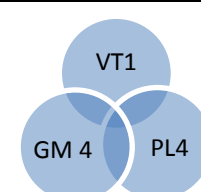
# Place

## *Corporate Measures*

Q3 2019/20



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



<sup>1</sup>Latest data. A rolling ten-year growth rate average. Source: Business Demography (ONS) Frequency: Annual. <sup>2</sup>Targets included in Bolton's Economic Strategy

## Vision Place Priority: Create a workforce responsive to demand

Latest Update: Quarter 4, 2018/19. Next Update: Apr '20

### Headline Indicator: Level 4 Qualifications

**32.7%**  
of Bolton's residents<sup>1</sup> 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

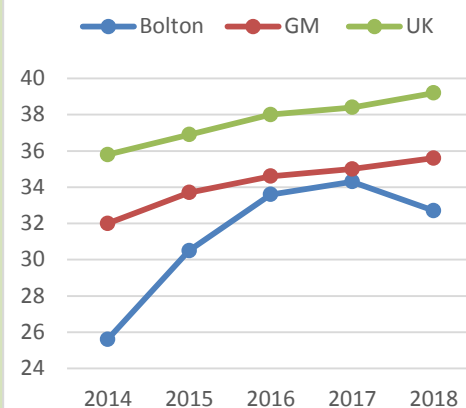
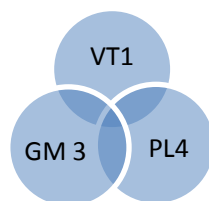
Good is: Higher



**G**

Baseline: 25.5% (Dec 2014)

Targets<sup>2</sup>: 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<sup>2</sup> 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<sup>1</sup> 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

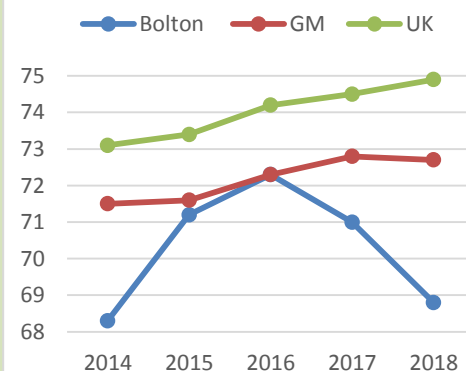
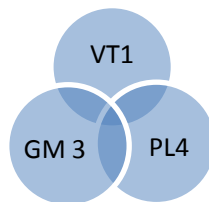
Good is Higher



**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<sup>2</sup> for 2020 exceeded. However, the gap is widening with the 2030 target; hence a sustaining Direction of Travel, and an Amber RAG rating.

Team Bolton partners now actively contribute to the strategic planning of curriculum with Bolton College, providing advice about the needs of the residents that they represent. This contribution aims to shape a workforce responsive to local need and GM priorities for growth. From August to December 2019 Bolton Council Community Learning, delivered by Bolton College, supported 1,857 unique residents(19+). To date this has generated 2910 course enrolments, of which 41% are skills acquisition for work and enterprise which is the provision priority. Improved digital literacy represents 14% of the provision and 21% ESOL, English and Maths; all essential skills for life and work. During

quarter 3 the Council has successfully procured Digital Inclusion Funding to widen the participation of digital literacy with residents. The post is expected to start in partnership with Bolton at Home during quarter 4 and will report back on activity and outcomes.

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

## Vision Place Priority: Provide Quality Housing

Latest Update: Quarter 2, 2019/20. Next update due Apr '20

Latest Update: Jul '19. Next update Jul '20

### Headline Indicator: Additional Dwellings

#### 544<sup>1</sup> net housing completions<sup>1</sup> in 2018/19

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

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

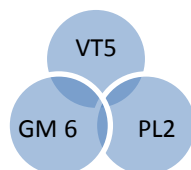
Good is Higher



R

Baseline: 513 (2015/16)

Target: 694 net completions



### Supporting Indicator: Band D and above properties<sup>2</sup>

June 2018 – 20,246 properties  
June 2019 – 20,381 properties

The number of properties in the higher valued housing bands has increased over a 12 month period, showing the increase in quality housing delivery within the Borough.

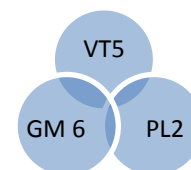
Good is Higher



G

Baseline: 20,246 properties in Council Tax Banding D and above. (June 2018)

Targets: No target set

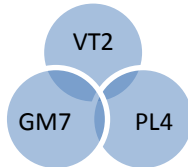
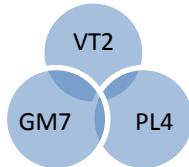



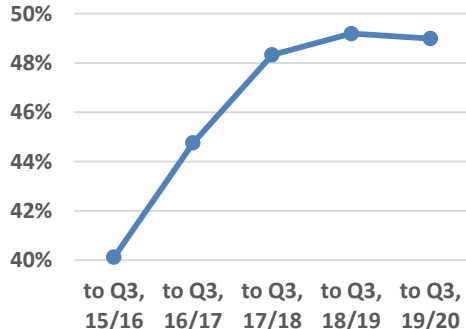
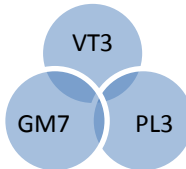

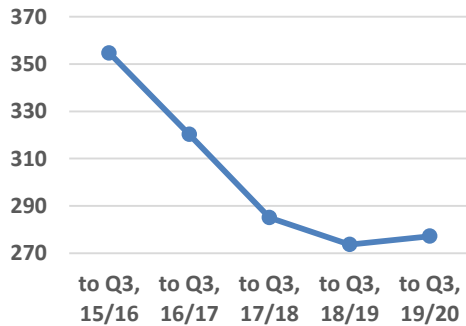

Development of Phase 1 – The Housing Delivery Plan launch took place in November with over 50 developers and investors attending. A soft market testing exercise was completed on the Council owned sites included as a phase 1 delivery of the Housing Delivery Plan and a number of developers have indicated an interest in bringing sites forward for development. Clarification of requirements from Homes England on funding criteria and process for submitting a bid for Small Sites Fund is being sought.


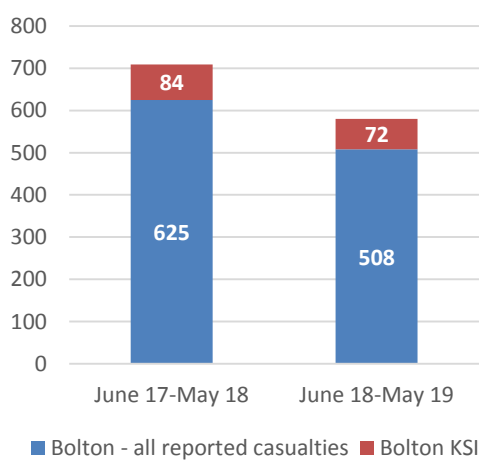
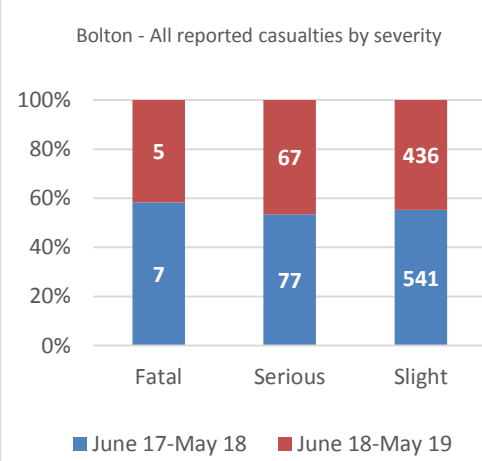
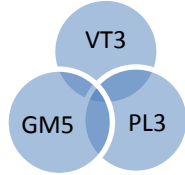
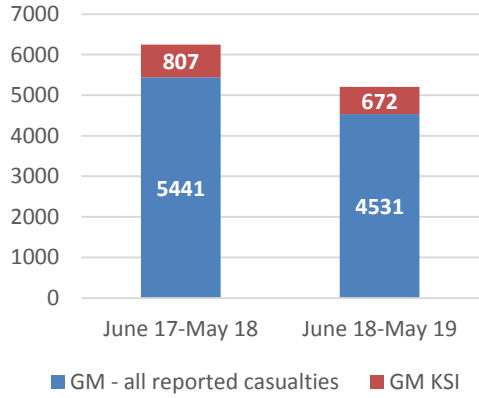
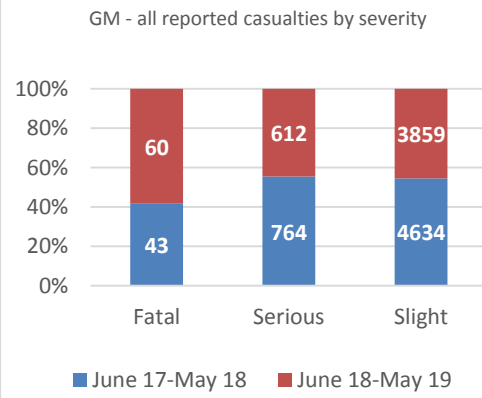
<sup>1</sup>'Net housing completions' – total of new houses/apartments added though new build, changes of use or conversion minus losses through demolition of houses, re-development or losses from changes of use. Source: DCLG. Frequency: Annual

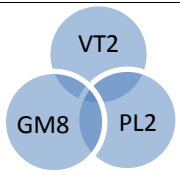
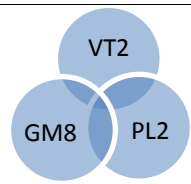
<sup>2</sup>Total number of properties in Council Tax Bands D, E, F, G & H (higher valued housing). Source: Bolton Council's council Tax receipts. No baseline set. Frequency: Annual.



Vision Place Priority: Create a strong and distinctive place				Latest Update: Quarter 3, 2019/20. Next Update: Jan '21			
Headline Indicator: Visitor Economy				Headline Indicator: Tourism Jobs			
Visitor Expenditure in Bolton in 2018 was £467.1m  a £46.7m increase from baseline (2015)  a £28.2m increase from 2017  The 2018 target has been exceeded, and the visitor economy growing year on year; hence an improving Direction of Travel and a Green RAG rating.	Good is: Higher	↑	G	5,449 FTE jobs were supported by the Tourism industry in Bolton in 2018  272 more than baseline (2015)  222 more than 2017  This is against a target of 5,700 FTE tourism jobs; hence an Amber RAG rating and a sustaining Direction of Travel. N.B. although Bolton is ambitious in its annual events programme and delivers a robust Business Bolton Programme, it is difficult to influence the number of FTEs in this industry.	Good is: Higher	↑	A
	Baseline: £420.4m (2015)				Baseline: 5,177 FTE Jobs (2015)		
	Target: £433m (2018) <sup>1</sup>				Target: 5,700 FTE Jobs (2018) <sup>1</sup>		
							
Notes: During Q3, the traditional, Leverhulme Fireworks display took place in early November. An established partnership between Bolton Council and the Operation Treacle – Safe4Autumn team. The event attracts over 12,000 residents and is one of the Borough’s best attended free events. November also saw a return of the ever popular, family friendly Christmas Lights Switch On. Signifying the start of late-night shopping in the town centre and a pre-cursor to the longer Winter Festival, the switch on embraces a very traditional format, celebrating community and professional acts and includes a high-profile celebrity to switch the lights on. The end of the quarter saw the return of Bolton’s Winter Festival, a four-week programme of events and activities including large, covered, real ice rink, a Santa’s Grotto, Family Zone and festive tepee. The event attracted thousands of residents and achieved excellent sales figures whilst also offering free skating sessions to all Bolton schools. In December, the Albert Halls Christmas Pantomime – Aladdin – attracted record numbers of customers through its doors and received excellent media coverage.							
<sup>1</sup> Targets relate to 2018 data – which will be released at the start of 2020. Data Source: Global Tourism Solutions, through the production of an annual STEAM (Scarborough Tourism Economic Activity Monitor) Report Frequency: Annual Indicators included in Bolton’s Economic Strategy							

Vision Place Priority: Places and neighbourhoods which people are proud of			Latest Update: Quarter 3, 2019/20.													
Headline Indicator: Recycling Rate																
<b>Bolton's Cumulative<sup>1</sup> Recycling Rate for Quarters 1, 2 &amp; 3, 2019/20 is 48.99%<sup>2</sup></b> an <b>8.88 percentage points increase</b> from baseline (2015/16)  <b>Bolton's Recycling Rate for Quarter 3 2019/20 is 45.0%<sup>2</sup></b> an <b>8.2 percentage points increase</b> from baseline (2015/16)	Good is: Higher		<b>Q1,Q2 &amp; Q3 Cumulative Recycling Rate</b>  <table><caption>Q1,Q2 &amp; Q3 Cumulative Recycling Rate</caption><thead><tr><th>Period</th><th>Rate (%)</th></tr></thead><tbody><tr><td>to Q3, 15/16</td><td>40.11%</td></tr><tr><td>to Q3, 16/17</td><td>44.99%</td></tr><tr><td>to Q3, 17/18</td><td>48.99%</td></tr><tr><td>to Q3, 18/19</td><td>48.99%</td></tr><tr><td>to Q3, 19/20</td><td>48.99%</td></tr></tbody></table>	Period	Rate (%)	to Q3, 15/16	40.11%	to Q3, 16/17	44.99%	to Q3, 17/18	48.99%	to Q3, 18/19	48.99%	to Q3, 19/20	48.99%	<b>In Quarter 3, 2019/20 Bolton's cumulative<sup>1</sup> recycling rate is:</b> <b>4.23 percentage points higher</b> than Q1, Q2 & Q3 2016/17 <b>0.79 percentage points higher</b> than Q1, Q2 & Q3 2017/18 <b>0.17 percentage points lower</b> than Q1, Q2 % Q3 2018/19  The recycling rate is improving year on year, hence an <b>improving</b> Direction of Travel.
	Period	Rate (%)														
	to Q3, 15/16	40.11%														
to Q3, 16/17	44.99%															
to Q3, 17/18	48.99%															
to Q3, 18/19	48.99%															
to Q3, 19/20	48.99%															
Baselines: 40.11% (Q1, Q2 % Q3 <sup>1</sup> 2015/16) 36.80% (Quarter 3, 2015/16)																
																
Supporting Measure: Household Waste																
<b>Cumulative<sup>1</sup> household waste tonnage collected in Quarters 1, 2 &amp; 3, 2019/20 is 277.21 kg<sup>2</sup> per household</b> a <b>decrease of 77.49 kg</b> from baseline (2015/16)  <b>Household waste collected for Quarter 2 is 93.00 kg<sup>2</sup> per household</b> a <b>decrease of 26.02 kg</b> from baseline (2015/16)	Good is: Lower		<b>Q1,Q2 &amp; Q3 Cumulative kgs per Household</b>  <table><caption>Q1,Q2 &amp; Q3 Cumulative kgs per Household</caption><thead><tr><th>Period</th><th>Tonnage (kg)</th></tr></thead><tbody><tr><td>to Q3, 15/16</td><td>354.70</td></tr><tr><td>to Q3, 16/17</td><td>320.00</td></tr><tr><td>to Q3, 17/18</td><td>283.21</td></tr><tr><td>to Q3, 18/19</td><td>283.21</td></tr><tr><td>to Q3, 19/20</td><td>283.21</td></tr></tbody></table>	Period	Tonnage (kg)	to Q3, 15/16	354.70	to Q3, 16/17	320.00	to Q3, 17/18	283.21	to Q3, 18/19	283.21	to Q3, 19/20	283.21	<b>In Quarter 3, 2019/20 the cumulative<sup>1</sup> kgs of household waste collected per household is:</b> <b>43.01 kgs less</b> than 2016/17 <b>7.85 kgs less</b> than 2017/18 <b>3.39 kgs more</b> than 2018/19  Though a very slight increase in cumulative household waste tonnages from 2018/19, the Direction of Travel is still deemed as improving.
	Period	Tonnage (kg)														
	to Q3, 15/16	354.70														
to Q3, 16/17	320.00															
to Q3, 17/18	283.21															
to Q3, 18/19	283.21															
to Q3, 19/20	283.21															
Baselines: 354.70 kg (Q1, Q2 & Q3 <sup>1</sup> 2015/16) 93.00 kg (Quarter 3, 2019/20)																
																
Source: Wasteflow. <sup>2</sup> Q3 figures are provisional and may therefore alter slightly, following data validation checks. Frequency: Quarterly <sup>1</sup> Cumulative – Quarters 1, 2 and 3 combined																

Headline Indicator: Killed and Seriously Injured				Latest Update: Quarter 2, 2019/20. Next Update: May '20	
<p>In the 12 months ending May 2019*, there were</p> <p><b>72</b></p> <p><b>KSI casualties in Bolton from 508 reported casualties</b></p> <p><b>22</b> KSI casualties <b>less</b> than baseline, and <b>15 more</b> than the 2020 forecast</p> <p><b>117</b> reported casualties <b>less</b> than the 12 months ending May 2018</p> <p>Judged as Amber as no substantial change since baseline.</p>	Good is: Lower		<b>A</b>		
	Baseline <sup>1</sup> : 94				
	Forecast <sup>2</sup> : 57 by 2020				
					
<p>In the 12 months ending May 2019*, there were</p> <p><b>672</b></p> <p><b>KSI casualties across GM from 4,531 reported casualties</b></p> <p>In the 12 months ending May 2018 and the 12 months ending May 2019:</p> <p><b>KSI casualties in GM fell by 16.7%</b></p> <p><b>Overall reported casualties in GM decreased by 16.7%</b></p>					
<p>Notes: Road safety measures continue to be delivered. The Road Safety Ambassadors Programme has been refreshed this quarter where road safety awareness and practical safety techniques are taught within primary schools across Bolton. Over 40 primary schools currently take part in this successful scheme.</p>					
<p>Source: TfGM Casualty Statistics</p> <p>Frequency: Rolling 12-month periods</p> <p>*2019 data so far is provisional until the end of year process is complete</p> <p>Baseline<sup>1</sup>: Average of 2005-2009 KSI casualties</p> <p>Forecast<sup>2</sup>: 40% reduction on base in line with DfT national central projection</p>					

Vision Place Priority: Create a safe and welcoming Bolton			Latest Update: Quarter 1, 2019/20. Next Update due: May '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	↑	The 'IRIS' domestic violence support service delivered via GP surgeries, reached the milestone of its 1000 <sup>th</sup> referral in quarter three. One-third of all referrals for the five years of the project have been received within the last twelve months. The training delivered to GPs and surgery staff in recognising the signs of domestic abuse and establishing a dedicated referral route for support has led to hundreds of positive outcomes for victims and their families. During quarter three, the Early Intervention Youth Fund Project, which aims to support young people at risk of serious violence (either perpetrating or becoming a victim) and provides twelve weeks of individual mentoring and support became fully subscribed with an extensive waiting list within months of its initial launch. This demonstrating the evidence of need for this project and just how vital it is in addressing issues of youth violence. This is just one project of a suite of activity to tackle and prevent violent crime, funded by £300,000 from the Combined Authority. Other projects aiming to prevent and tackle violence through the use of this fund include the employment of a safer schools officer to assist in information flows to and from schools relating to incidents of violence; widening the use of clinical supervision to support officers working with young people who have experienced trauma linked to violence; and other projects delivered through schools and designed to improve confidence and resilience amongst young people who may be vulnerable to involvement in violent crime.		
	Baseline: TBC <sup>3</sup>				
					
Supporting Indicator: Hate Crime					
In the rolling 12-month period ending June 2019, there were:  832 recorded hate crimes <sup>1,2</sup> in Bolton  8,912 recorded hate crimes across GMP			During quarter 3, planning has been undertaken in preparation for GM Hate Crime Awareness Week (3rd – 9th February 2020) with the award of Hate Crime Awareness Grant funding via Bolton CVS providing the opportunity for community groups to apply for funding to hold events or projects in the community to raise awareness of hate crime during this week. Importantly, this will include publicising the new GM Hate Crime Strategy from which we will be developing a set of local priorities for Bolton which will improve support for victims and focus particularly on how hate crime can be prevented from occurring.		
	Baseline: TBC <sup>3</sup>				
					
<sup>1</sup> This figure includes victim-based hate crime.			<sup>2</sup> Higher because of historic under-reporting. <sup>3</sup> 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. No data has been made available by GMP this quarter.



# Place

## *Directorate Measures*

Q3 2019/20





Directorate Priority Theme	Directorate 2019/21 Priority Objective	Overall Outcome	Who	Q3 19/20 Update
Business Resilience	PO1. To deliver effective, sustainable front-line services whilst continually reviewing and responding to internal and external factors	Strategic management of operational delivery arrangements for front-line Place Directorate services	All services	Business Improvement Reviews in certain areas have been initiated. The Senior Managers' Review is currently on hold pending a corporate restructure. The directorate risk register currently has 21 strategic risks, which are monitored by DLT on a 6 weekly basis. 9 of these risks are categorised a 'red' risk and have robust mitigating actions attributed. Staff absence within the Place Directorate, Quarter 3 2019/20 is 4.4 days per FTE. Cumulative staff absence at Q3 2019/20 is 10.3 days per FTE, an increase compared to cumulative absence at Q3 2018/19 (9.9 days). At present there are 74 on-going long term absence cases in the Place Department, the principal causes of which are stress-related, musculoskeletal / neck or back problems and post-operative recovery. There were 502 occasions of short term absence in the Place Department during Q3 (accounting for 33.7% of the total days lost), the principal causes of which are musculoskeletal / neck or back problems, viral infections and chest / respiratory conditions. Waste & Fleet Management has seen a significant increase in sickness absence when comparing 2019/20 with 2018/19. This is, in the main, due to long term absence, the principal causes of which are musculoskeletal / neck or back problems, heart conditions and stress-related.
		Manage the financial sustainability of the Directorate	All services	The revenue expenditure at Q3 for the directorate is £850k over budget and the capital spend was £35.1m against a revised budget of £55.5m at Q1. Mitigating financial actions have been put in place this quarter.
		Develop business plans which focus on income generation for Services to Schools, Security and Response, Heaton Fold and Bolton Markets and the Albert Halls	Place Based Services	The annual fees and charges report for the directorate is due in March 2020. It is anticipated that most trading services will be affected by this report.
		Deliver agreed Leisure Trust Contract Arrangements	Neighbourhood and Regulatory Services	Project Board and Project team established. Level of support from Manchester City Council confirmed including independent check and challenge. Work streams being identified and responsibilities allocated.
		Develop volunteering / behaviour change / partnership opportunities	Neighbourhood and Regulatory Services	Post now established to develop volunteering across the Borough. LGC Award nominee for the successful Service Delivery Behaviour Change Programme.
		Manage the Directorate's savings options, through service & income reviews	Policy, Projects and Community Safety	The budgeted directorate efficiency savings for 2019/21 is £5.7m. All planned savings are projected to be achieved, subject to political approvals.
		Review and develop the Directorate's approach to sustainable information and knowledge management	Policy, Projects and Community Safety	Directorate Plan for 19/21 has been launched. Communications from DLT continue to be sent to all Place users. A senior managers' briefing took place in Nov 2019, updating senior management on key projects across the directorate, strategic info from CLT and key useful info re. staff welfare, training, values & behaviours etc.

Connected Neighbourhoods	PO2. To review Directorate led engagement frameworks	Develop a framework for business and investor engagement in Bolton	Economic Development and Regeneration	Framework still in preparation. Aims of framework include guidance on communication between the Council and local businesses on economic development issues, clarification for businesses on how and where they can express their views on economic growth and other issues and facilitation of sector specific projects and programmes or discussions in support of the borough's economic strategy.
		Review Bolton Council's approach to community engagement in the light of the new neighbourhoods' model	Policy, Projects and Community Safety	Review on hold pending Senior Management Review implementation.
Connected Neighbourhoods	PO3. To enable, develop and deliver connectivity (both transport and digital) across Bolton	Produce a Local Integrated Transport Plan for Bolton, reflecting GMSF, GM 2040 Transport Strategy, Economic Strategy, Town Centre Strategy and local district/ township plans	Highways, Engineering and Parking Services	Delay in GMSF means this will carry forward into 2020/21
Connected Neighbourhoods	PO3. To enable, develop and deliver connectivity (both transport and digital) across Bolton	Plan, and implement operational delivery of infrastructure and transport changes to facilitate the GMSF, Economic Strategy, the Town Centres Strategy and other major economic developments	Highways, Engineering and Parking Services	Delay in GMSF means this will carry forward into 2020/21
Sustainable Assets	PO4. 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	GM Waste Disposal Contract negotiation and implementation	Place Based Services	The directorate continues to embed the new GM waste disposal contract, which commenced in June '19. No issues to report.  In Q4, a new access restriction policy will be introduced at the Household Waste recycling Centres to tackle trade waste abuse.
		Produce a Waste Strategy for Bolton, reflecting the imminent UK Waste Strategy and the Directorate's behaviour change response	Place Based Services	Preparing for the new forthcoming UK and GM Waste Strategies. New DEFRA bill delayed. Political approval sought to produce a 'Reduction in Single Use Plastic Strategy' within council buildings. In addition, the GMCA is commissioning a study to look at the impact of proposed strategy changes relating to food waste on waste collection and disposal in GM.
		Develop Bolton's Air Quality Strategy	Regulatory Services	Currently in consultation across GM. Bolton engaged in process.
		Contribute to the GM Environment Plan	Various across Place	The 5 year GM Environment Plan has 25 performance indicators; only 2 of which have been RAG rated 'Red'. Bolton Council has begun embedding Climate Change in all policies. The revised GMSF, which is in consultation heightens the requirements for biodiversity and tree planting and the Council has begun drafting its Single Use Plastic Strategy.
Sustainable Assets	PO5. To lead a prioritised approach to asset management and sustainability across Bolton Council & the Vision partners	Ensure the Housing Delivery Plan is operationally delivered	Economic Development and Regeneration	Development of Phase 1 – The Housing Delivery Plan launch took place in November with over 50 developers and investors attending. A soft market testing exercise was completed on the Council owned sites included as a phase 1 delivery of the Housing Delivery Plan and a number of developers have indicated an interest in bringing sites forward for development. Clarification of requirements from Homes England on funding criteria and process for submitting a bid for Small Sites Fund is being sought.
		Produce a Strategic Asset Management Plan	Economic Development and Regeneration	Asset Management Plan in draft.
		Income Generation and Grant bids to support service, directorate and	Highways, Engineering	Two further successful programme entry bids for the GM

		corporate unfunded objectives	and Parking Services	Mayor's Challenge Fund (£14m+)
		Produce annual, prioritised, funded programmes of activity across the network and maintain a strategy to address asset decline and / or funding opportunities	Highways, Engineering and Parking Services	Additional Highway Capital Maintenance Fund budget (£12m) and programme approved – implementation also commenced
		Delivery of key outputs for Corporate Property Service function to be outsourced and established	Policy, Projects and Community Safety	Outputs continue to be achieved by new external contractor Robertsons. Condition surveys continue to take place to seek a holistic view of the Council's property assets.
		Launch a Corporate Community Asset Transfer Policy	Policy, Projects and Community Safety	Development work is still underway. Launch anticipated in late 2020/21.
Sustainable Assets	PO5. To lead a prioritised approach to asset management and sustainability across Bolton Council & the Vision partners	Produce annual, prioritised, funded schemes of activity across the division	Neighbourhood and Regulatory Services	Behaviour Team fully funded. Operating in areas of deprivation to reduce environmental crime. The Cleaner & Greener Programme of funding is in planning stages.
Growth and Innovation	PO6. To achieve sustainable, inclusive economic growth, including employment & skills for the borough and ensuring that Bolton residents and businesses benefit.	Ensure the Town Centre Strategy and other major developments are operationally delivered	Economic Development and Regeneration	Work is on-going to bring forward sites within Bolton Town Centre and the wider Borough. Planning applications were recently approved in December 2019 for developments at Trinity Gateway and the former Magistrates Court on Le Mans Crescent. Following two public consultation events, Beechlane Investments submitted plans for the Trinity Gateway project which includes a 20-storey residential tower of 144 apartments, 30,000 sq. ft of Grade A office space, a 105-space multi-storey car park and a major area of public open space. Beechlane also submitted plans to convert the Grade two-listed former Magistrates Court into a boutique hotel. The proposal will see the former courts, which are part of the Le Mans Crescent buildings, to be converted into an 17-bedroom hotel operated on behalf of an internationally renowned hotel brand. Proposals for the £200m redevelopment of Crompton Place Shopping Centre and Victoria Square in Bolton, were made public as part of a public consultation event in November 2019 that took place over a number of days. These included proposals for independent retail, offices, homes and a hotel. A proposed development at Wingates Phase 1 through developer Arworth Estates was recently given planning approval by Bolton Council Planning Committee for a new employment development which could create up to 1,500 jobs. The decision will now be referred to the government and Secretary of State for a final decision on the application.
		Define a programme of delivery options for Horwich, Westhoughton and Little Lever Town Centres	Economic Development and Regeneration	Draft proposals have been developed and consultation to take place for 4 weeks from 27 Jan 2020. Following this final proposals will be agreed.
		Develop an overarching Employment Plan for Bolton	Economic Development and Regeneration	Report taken to DLT in November 2019, providing an update on development of Employment Land across the Borough. Robertsons' Property Services have also produced an options audit of existing sites in Council ownership. Further officer meetings have taken place January 2020 and a further update with ongoing actions will be provided ASAP.
		Strengthen processes to ensure that the social infrastructure necessary for	Economic Development	Initial proposals are currently being prepared by officers to

		physical regeneration is incorporated in plans.	and Regeneration	develop a Procurement Hub where details of local opportunities by The Council, Private Sector and Bolton Town Centre and District Centre Developments (the "Developers") are published in one managed space. The Council and Developers will provide information to the point of contact for the Procurement Hub which is then published with links to the opportunities so that local Bolton based suppliers can, where appropriate, apply to bid. Clear Sustainable Futures – a strategic infrastructure and construction framework partnership with Bolton Council, hosted an SME focussed event in December 2019, inviting local businesses / SMEs and providing the opportunity to get involved to deliver facilities management, construction and support services across the Council's property estate through Robertson, the partnerships FM and construction delivery partner.
Growth and Innovation	PO7. To develop new opportunities for Bolton's cultural offer to support and enhance the economy and local communities, health & wellbeing and education.	Cultural Strategy development including shaping and supporting the Greater Manchester cultural audit / plan	Deputy Director & Libraries & Museums Services	Received support from Arts Council England to start the process to create a cultural strategy for Bolton. Brokered development meetings with a cross representation of cultural organisations.