


The **Bolton** Economy

Our Strategy for **Growth 2016-2030**





**“Bolton is buzzing,
not simply because
of what we have
achieved, but also
because of what
we have yet to
achieve.”**

Executive Cabinet Member Foreword



Bolton has been my home for many years, and in that time, I've seen it change, grow, and move from strength to strength. New jobs, new opportunities and new investment in Bolton have changed the lives and prospects of many across the borough.

Our strength and confidence drives our ambition - to be a city of the future. We will create the conditions and environment to drive growth and promote innovation and entrepreneurship, which enables talents and businesses to flourish and thrive.

We believe that Bolton's future lies in a distinctive local offer, attracting high-growth companies who will create the jobs, knowledge, skills and technology needed to compete in the 21st Century global economy. Bolton's offer will include having the right quality of housing, education and culture; embracing smarter technologies to support new business; and enabling the creation of data driven, location aware, on-demand services. By doing so, we will create a self-sustaining cycle of improvement - addressing the challenges we face will improve the quality of life available in Bolton, in turn making it more attractive to investors, business and visitors; this will inspire young professionals and their families to put down their roots and be Bolton residents for life, thereby strengthening our communities and our economy.

It was our level of ambition which made the previous economic strategy so successful, and which will continue to drive economic prosperity across the borough. In the past 5 years 4,700 more residents have moved into work, and 3,000 more jobs have been created. Our economy has grown faster out of the recession than the national economy or even Greater Manchester. Our focus on key sites to deliver much-needed jobs for local residents has generated almost £1bn investment, resulting in major changes to Bolton's town centre, and massive developments underway at Logistics North and Rivington Chase. Our continued success provides us with the launchpad to refresh our strategy.

To ensure that we can continue to meet our strong growth ambitions, we need to deliver for our residents and businesses. This refreshed strategy takes account of the improved position in which we find ourselves; it also takes account of the new opportunities facing us, with devolution in particular giving us greater control than ever before and responsibility for what we do and how we do it.

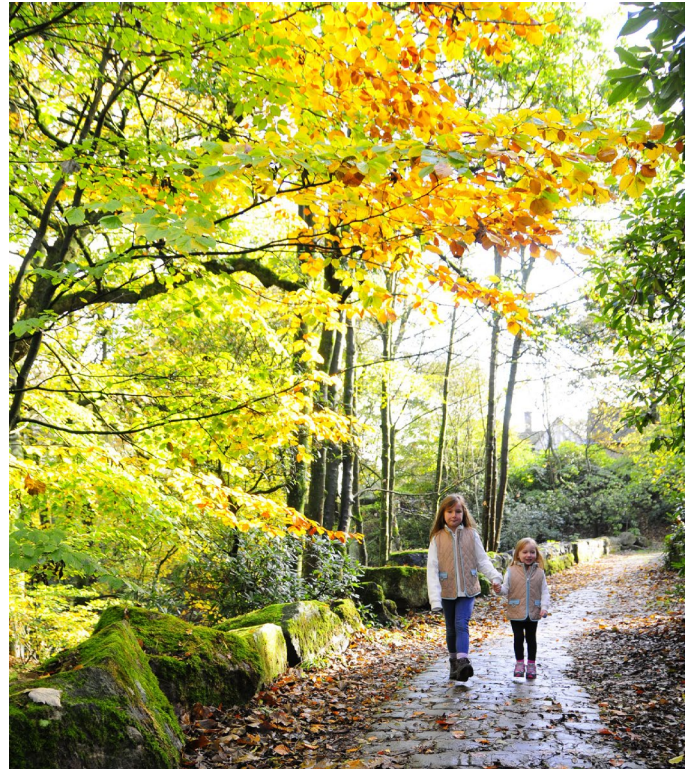
There's no doubt that we also face continuing challenges in raising productivity, improving employment prospects for residents, delivering appropriate housing, and becoming a city of the future. All these require a concerted and collaborative effort across the public, private and voluntary sectors to deliver better lives for our residents and better opportunities for all.

Bolton is buzzing, not simply because of what we have achieved, but also because of what we have yet to achieve. This Economic Strategy will make sure we invest in the right opportunities to help us continue to grow, and to improve prosperity for all.

Councillor Ebrahim Adia

Executive Cabinet Member for Regeneration and Resources

A Vision for Bolton in 2030



Economic Partnership Chairperson's Foreword



The Bolton Economic Partnership is commissioned by the Bolton Vision Partnership to take responsibility for securing inclusive economic growth which benefits everyone in Bolton. This is in recognition of the economy as a key determinant of outcomes for our local residents, including their health and wellbeing.

It is now important to revisit and refresh our Economic Strategy in the light of continued and new challenges: the public sector faces continued pressures to deliver more with less; the general health and wellbeing of Bolton's residents remains below average; and despite strong economic growth, Bolton faces the challenge of maintaining that growth for the prosperity of all.

This Economic Strategy acts as a milestone, marking the start of our journey to revisit and refresh our Community Strategy. The Strategy remains critical to the delivery of Bolton's Community Strategy and the long term aspirations for the borough. Supporting new developments and investment in people and places have helped to create a more prosperous Bolton. We will need to continue that tradition going forward.

Bolton has an excellent record for companies and organisations working together to achieve economic objectives. This latest Economic Strategy shows how partners can make the best use of Bolton's economic assets to meet those objectives in the next five years and beyond to 2030.

My own organisation, the University of Bolton, has played an important role in Bolton's community and its economy. As a social asset, it has brought new life to Bolton town centre, providing residents with new skills and qualifications. As an economic asset, it has attracted new investment and new students to Bolton, providing cutting edge research for local employers and helping to redevelop large parts of Bolton.

This has been helped by the town centre master plan, and there are more exciting plans in the pipeline. As one of several key sites identified in the last strategy, Bolton has been able to attract key investment in retail, leisure and commercial space that create jobs and new opportunities for local residents. Other key sites, such as Logistics North and Rivington Chase, act as both social and economic assets, providing new jobs, new homes, and new commercial opportunities for all in Bolton.

By continuing our focus on the link between sound economic strategies and long-term community benefits, we can truly start to narrow the gap and secure prosperity for all. After all, a strong local economy makes for a strong local community.

Professor George R Holmes DL

Chair of the Bolton Economic Partnership and Vice Chancellor and
CEO University of Bolton



SENATE HOUSE

University of Kent
Kent



A Vision for Bolton in 2030

**“Bolton
in 2030 is
the place
to be.”**

**A well connected,
smart city with a
distinctive offer to
the Bolton family,
including:**

- A variety of employment opportunities taking advantage of Bolton’s location in Greater Manchester
- The University of Bolton, Bolton colleges, schools and academies, together with other training organisations, provide a quality education and skills system responsive to the needs of a physically and technologically connected economy
- The right mix of affordable, high quality homes in the right locations
- A vibrant Bolton town centre complemented by other centres across the Borough
- Well maintained parks and attractive countryside contributing to a high quality environment
- Cultural and leisure attractions and events that attract people to live and work in Bolton.

Bolton in 2030 maximises the strengths of its assets: its people, businesses, institutions, and communities. By promoting innovation and entrepreneurship and translating success from research labs to commercial use, Bolton has created the environment to drive growth. It attracts talent and enables business to flourish. By adapting to changes in consumer behaviour, reforming services, embracing smarter technologies, energy and transport evolution, Bolton’s high-growth companies create the jobs, knowledge, skills, and technology needed to compete in a global economy.

Bolton in 2030 is vibrant and peaceful. Its economy is strong, productive, resilient and hard-working. The people in Bolton’s communities are happy, ambitious and skilled, living healthier, wealthier and more prosperous lives that are well connected to good jobs and new opportunities beyond Greater Manchester and the north of England. A place to work and invest.



Key contexts

The Economic Strategy includes a detailed updated assessment of the local economy, the context within which it operates – including a significant amount of activity to develop a Greater Manchester Vision – and the opportunities which exist for development and change. Bolton shows clear signs of recovery with employment at pre-recession levels and economic forecasts suggesting that employment growth will remain strong in the future. Throughout the consultation process, the central themes and objectives of the strategy have been broadly accepted and the key contexts for the strategy can be summarised as follows:

Devolution

The Government's Northern Powerhouse aims to increase the productivity of the North of England and rebalance the economy away from the South East. It aims to do this through supporting better connectivity, supporting productivity of individual sectors in Bolton, attracting new investment and new opportunities both nationally and internationally. Greater Manchester is at the forefront of the devolution of powers from central government to the more local level where more locally sensitive decisions can be made. Powers being devolved to Greater Manchester include transport, welfare to work, further education, integrated health and social care and planning.

Plans for development, innovation and technology

Bolton is implementing ambitious development plans in Bolton town centre, Logistics North and Rivington Chase, for a wide variety of uses, including housing, manufacturing, and offices. There is a need to ensure that the number of residents progressing to the higher end of the qualifications spectrum continues to increase. Linked to this is the need to ensure that the University of Bolton realises its potential as a key economic driver for the borough. There are also particular challenges in meeting the needs of demographic changes, ensuring that an appropriate housing offer is available while meeting challenging house building requirements, and ensuring that both economic growth and housing policies are aligned with transport infrastructure improvements. There is also a focus on maximising the re-use of other brownfield sites and regenerating former mills.

Looking to 2030, Bolton needs to continue to develop its own distinctive opportunities for new housing and employment, as well as developing as a smart city. This will support the development of a robust GM Spatial Framework and GM Investment Strategy.

Productivity

Productivity is a significant factor in achieving economic prosperity. Bolton's productivity, as measured by output per head, is below the national average. Raising the productivity of businesses and people would help to narrow that gap.

Improving outcomes in a challenging financial environment

The public sector in Bolton will need to find new ways of meeting demand for services, as its resources continue to shrink, and as its population grows and diversifies. The public service reform programmes are already adapting the way that services are integrated and delivered, and will need to continue throughout the years up to 2030, including a focus on the right support at the right time, and delivering economic outcomes.

Responding to future challenges

Bolton's economy must be able to withstand future economic downturns, through stronger growth in key sectors, developing the right skills for the future and a focus on exporting to new markets.



The role and strategic objectives

The last Economic Strategy was adopted in 2011, when Bolton had started to emerge from the recession, and it evolved from some of the key economic priorities and targets that had been identified in the pre-recession days. This Economic Strategy refreshes the approach, focusing on the changes that have occurred, and within the context of the opportunities and challenges facing Bolton, looking ahead to 2030 and putting Bolton on track to be a sustainable city of the future. The Strategy's vision sets a level of ambition that identifies new opportunities for growth, prosperity and a thriving local economy which benefits those it serves and can be delivered in what remains a challenging financial environment for the public sector.

In response to this, there are six strategic objectives, each containing key outcomes. To support implementation of the Strategy, a more detailed Delivery Plan provides a series of actions for all stakeholders to contribute to ensure Bolton's vision for 2030 is achieved.

The following six objectives underpin the economic vision and drive the outcomes we are seeking:

Strong, resilient and hard-working

Improving the overall resilience of the local economy by improving economic activity, employment and raising productivity

Ambitious, skilled and responsive

Developing and retaining new talent through improving aspirations and developing and better matching education and skills with economic and business needs

Productive, thriving and Innovative

Increasing the business base, supporting local businesses to grow and expand, generating more job opportunities for local residents and embracing technology

Distinctive, attractive, and competitive

Development and regeneration to maximise assets and opportunities and provide the homes, environment and cultural offer to make Bolton competitive

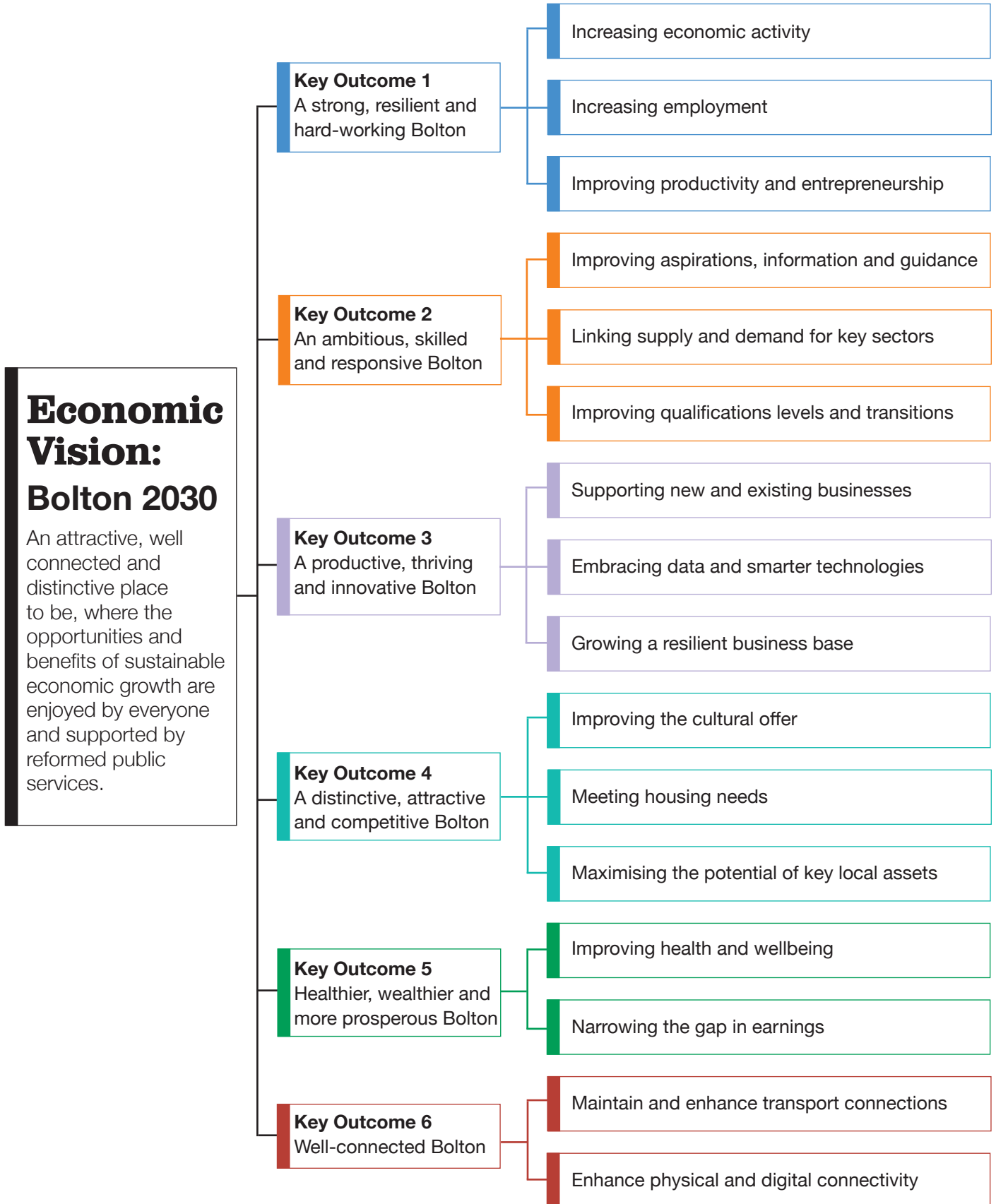
Healthier, wealthier and more prosperous

Support residents to have a better quality of life that reduces the demand for public services in the long-term

Well-connected

Ensuring that businesses and residents remain well-connected physically and digitally within Bolton, across Greater Manchester, to the wider North of England, and globally via the internet

Vision, key outcomes, and indicators





Ownership

“...providing an ambitious vision for Bolton 2030 that aims to build on Bolton’s economic success.”

A range of success measures build upon these objectives and outcomes, some of which are strategic economic measures, and some more specific to the targeted programmes, including within existing, related strategies.

This Economic Strategy, developed by the Economic Partnership on behalf of Bolton Vision, is intended to be owned by all of Bolton and should not be read in isolation. Each organisation has a role to play – from improving health and wellbeing, raising aspirations and providing new skills and qualifications, to improving business productivity, providing a strong cultural offer and keeping residents and businesses connected.

The Economic Strategy aligns directly with the priorities of the Community Strategy - securing economic prosperity and narrowing the gap, applied to all stages of life. It does so through providing an ambitious vision for Bolton for 2030 that aims to build on Bolton’s economic success. Narrowing the gap between the most and least well off requires not only the opportunities for residents to progress, but also the support to residents. Raising productivity is an important step to meeting this challenge.



Implementation and Delivery Plan (Appendix 1)

It is vital that the objectives, outcomes and measures are embraced across the Bolton Vision Partnership.

This Economic Strategy will be taken forward with an Implementation and Delivery Plan. For each of the six key outcomes set out on page 10, the Implementation Plan will provide a key organisational lead with a set of actions to develop the outcomes further.

The key to the success of this strategy will be the extent to which all partners are included within its continued delivery. As identified above, the public sector faces significant financial pressures in delivering quality services that bolster growth and ensure that residents benefit from it. Working more closely with local and city-regional partners can help to ensure that Bolton's objectives are met.

The importance of sectoral business groups cannot be underestimated in the delivery of this Economic Strategy. One of the key challenges facing Bolton is in raising the productivity of key sectors, and supporting more residents to access jobs and opportunities within Bolton's more productive sectors.

The Manchester Growth Company, business to business organisations, such as the Greater Manchester Chamber of Commerce, Visit Bolton and the Central Bolton Partnership, and sector groups for manufacturing and construction, all provide strong forums for developing new strategies for key local sectors, and are crucial to achieving improved productivity levels. Working alongside relevant organisations across Greater Manchester and the wider North of England will also allow the sectors to compete on a national and international level, as well as identifying key opportunities for collaboration, development and growth.

In the context of a financially challenging environment for Bolton's public sector, community and voluntary sector organisations – as well as schools and housing providers – also play a crucial role in supporting resident's skills, employment and health needs. Complementing the provision of local and national organisations delivering services in these areas will help to reduce the burden on the public sector, especially when part of an integrated and collaborative approach to tackling Bolton's local challenge.



Measures, performance and monitoring (Appendix 2)

Within the context of the macro-economic performance of the city region as a whole, measures of success are based on achievable and measurable actions, benchmarked against two key areas for comparison: Greater Manchester and the wider UK:

- **Greater Manchester:** where relevant, these rates are presented as an ambitious measure of success option. The average Greater Manchester rates take account of areas with stronger local economies as well as areas not performing as well as Bolton.
- **National:** where ambitious enough, or where Bolton shows significantly better results already than nearest statistical neighbours or Greater Manchester, national rates are taken. These may vary depending on the data source, but are likely to include England and Wales, Great Britain or the UK.

Measures, where possible, reflect existing targets in existing local strategies with projections to 2030 as appropriate. For example, targets from the Bolton Visitor Economy Strategy have been included here. Measures around housing have not been included because they will be defined in the Greater Manchester Spatial Framework, due to be completed in 2018, which seeks to create a joint plan for Greater Manchester.

Appendix 1

Objectives, outcomes, activity and partners

Objective 1 A strong, resilient and hard-working Bolton



Bolton has achieved strong growth in recent years in key employment sectors. This has created a strong foundation for Bolton's workforce. Unemployment has been a problem for decades and we want high employment and a wealth of job and training opportunities so that everyone can enjoy the benefits of growth and prosperity.

We're reforming public services and helping people to be more self-reliant. We're using new ways to support people with complex lives by identifying problems early, helping them tackle these problems, and learning from experience to help others. The right support at the right time in the right place will be co-ordinated and support the whole family.

By tackling problems in this way we are removing barriers to work, and will increase the number of residents that are economically active, and support more towards and into sustainable employment.

Maintaining and increasing higher than average employment levels and supporting more residents into job opportunities within higher productivity sectors will raise the productivity of key sectors. This can allow both businesses and residents to benefit from economic prosperity, while reducing the demand on welfare and health services in the long-term.

The overall objective of raising productivity must be complemented by a range of integrated support that makes businesses, residents and the public sector more resilient to future shocks. This can include support for businesses to be more innovative, dynamic and industrious; the provision of good transport links and strong infrastructure; co-ordinated work across skills development and employment support programmes, to move people off benefits and into work; information, advice, and guidance to support progression; and more proactive interventions to improve health.

We aim to maximise the economic impact of our physical assets, including the existing business base across Bolton and key sites, including town centres and Middlebrook. Our ambition includes maximising the development and impact at Logistics North, Rivington Chase, and emerging major sites including the University of Bolton.



Outcomes	Activity
Increasing economic activity	A co-ordinated approach to address barriers to socio-economic outcomes, including employment and productivity (reformed public services and the delivery of Complex Dependency programmes, including Family First; Working Well; Team Bolton Partnership; Public Service Hub and development of a place-based approach).
Increasing employment	The creation of employment and commercial sites, including in the town centre, creating jobs and opportunities, particularly in targeted key growth and productive sectors, and linked to education and skills providers including the University of Bolton.
Improving productivity	Employer and provider engagement and collaboration to increase opportunities, support those in work, and improve investment in capital and innovation enhancing activities.

Implementation Partners

Bolton Vision, Economic Partnership, Bolton Council, University of Bolton, Bolton Colleges and Schools, Jobcentre Plus and Team Bolton partners; Complex Dependency partners; Manchester Growth Company, Business support agencies, developers and landowners.

Appendix 1

Objectives, outcomes, activity and partners

Objective 2 An ambitious, skilled and responsive Bolton

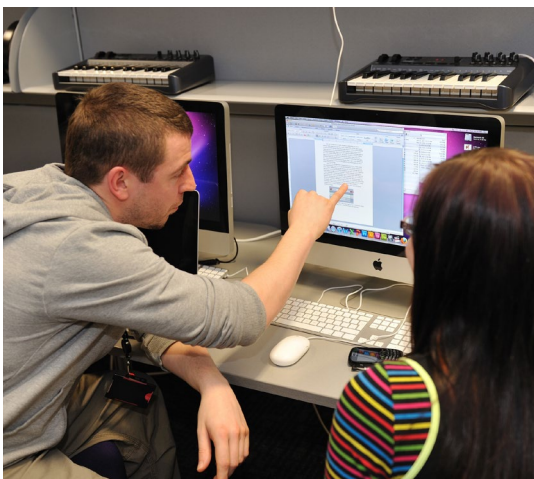
We want everyone's potential to be realised, supporting aspiration and ambition in residents about their own futures with an employment and skills system that delivers the workforce which employers need. Residents must also be equipped to access higher value and higher skilled job opportunities across Bolton, the city region, and the North of England.

Building on the successful implementation of the Bolton Skills Strategy, the Team Bolton Partnership continues to work with employers to understand more about the skills they need for their businesses and the skills development we should put in place to support them. Team Bolton are also supporting employers to increase the role they can play in developing their own workforce through apprenticeships, traineeships, and on the job training.

We are working with schools to encourage young people to have high aspirations and ambition to work in key growth sectors, giving them the education and support to achieve their goals. We aim to make sure all pupils reach good levels in maths, English and Information Technology. We are supporting schools, colleges, the University of Bolton, providers, and all Team Bolton partners to give people the advice and assistance they need to find pathways into work and careers that are right for them, including both apprenticeships and academic routes. Linking these aspirations to key growth sectors can also ensure that Bolton is able to grow and retain key talent.

We aim to have the right employment and skills training and support, and ensure that young people and adults get good quality qualifications and increase their skills, to allow them to build a career and do the jobs that employers need to support economic growth. Bolton has the opportunity to improve its residents' qualifications profile through access to new academic, vocational, apprenticeship, and training opportunities in the schools, colleges and the University.

For Bolton, the potential benefits are numerous: reducing the number of young residents classed as Not in Employment, Education, or Training (NEET), raising life chances, supporting more residents back to work, and enhancing local productivity. A responsive employment and skills eco-system will attract new businesses and new talent, and ensure that Bolton becomes a strong contributor to the Northern Powerhouse. Retaining and attracting new residents is also important, with this objective contributing to Bolton's distinctive offer, alongside housing, cultural and economic opportunities.





Outcomes	Activity
Improving aspirations, information, and guidance	Deliver engagement and aspirations plans, including Team Bolton's Find Your Future website, alongside careers education, information, advice and guidance (CEIAG) strategies.
Linking skills supply and demand for key sectors	Identify local business and resident needs, and increase the responsiveness and quality of the skills system, and providers and alignment of skills funding to match this. Work with key local employers to identify main skills gaps and vacancies within Bolton, feeding this into appropriate CEIAG and labour market information.
Improving qualification levels and transitions	Work with partners to maximise the quality, success, impact and progression into and through schools, colleges and Education Zone to high skilled employment fully utilising academic, vocational and apprenticeship routes. Increase the awareness of both employers and those needing training, of the value, number and quality of apprenticeships and traineeships. Ensure that a targeted skills offer is available for residents with complex issues to access jobs across Bolton and Greater Manchester.

Implementation Partners

Bolton Vision, Economic Partnership, Employers, Bolton Council, University of Bolton, Bolton Colleges, Schools, Providers, Jobcentre Plus, and Team Bolton partners; Complex Dependency partners and Connexions.

Appendix 1

Objectives, outcomes, activity and partners

Objective 3 A productive, thriving and innovative Bolton



There are over 9,200 businesses in Bolton, ranging from thousands of micro employers to hundreds of major ones, and this will be strengthened by supporting business to set up and grow; attracting investment and supporting resilience.

A productive and thriving business base is central to the continued success and resilience of the Bolton economy. Bolton has strong concentrations of employment in its more productive sectors, meaning the local economy benefits significantly from its employment mix. To maintain this, Bolton needs to ensure that its business base is resilient to potential future shocks.

This can be achieved through continuing to ensure that new businesses can thrive, and that existing businesses remain competitive. Targeted business support can ensure that new local businesses can develop in the area, creating new jobs and new opportunities. Support that helps existing organisations to become more innovative can help to expand the reach and attractiveness of Bolton as a place for new job opportunities and new business growth.

Expanding the business base – and diversifying the range of activities, goods, and services of businesses – will also help to ensure greater resilience. Supporting new employment sites, particularly based around key and emerging sectors, will also help to expand the productivity of the local economy.

Finally, investment in both capital and labour can lead to a substantial shift in the productivity of Bolton's key sectors. These key sectors include the creative industries; retail and leisure sectors; manufacturing, particularly the subsectors of textiles and food; green technology, and also business, financial and professional services.

The established Business Bolton brand has been further strengthened by the Business Growth Hub, set up in 2011, which works with ambitious enterprises to develop and reach their full potential. Working with the Team Bolton Partnership, employers in Bolton continue to pledge their support to local people and business through recruitment and supply chain partnerships, and develop a responsive education and skills system.



Outcomes	Activity
Supporting new and existing businesses	Continue to engage with local businesses to identify barriers to growth, and identify continued business support needs, including recruitment and property, and work alongside partners across GM to influence future business support that stimulates innovative product and service development.
Growing the business base	Tackle the barriers to new business development, particularly amongst the unemployed. Bring forward employment land that meets the needs of business to meet future growth potential and proactively promote Bolton's key employment sites to potential investors and businesses looking to relocate or expand.
Making the business base more resilient	Support new business development in key growth and productive sectors: manufacturing (especially food and drink); professional services; creative and digital industries; retail and leisure; construction; science and R&D; and green technology.

Implementation Partners

Bolton Vision, Economic Partnership, Bolton businesses, Bolton Council (Business Bolton), Manchester Growth Company, Greater Manchester Chamber of Commerce, Department for Work and Pensions, and Team Bolton.

Appendix 1

Objectives, outcomes, activity and partners

Objective 4 A distinctive, attractive, and competitive Bolton

Bolton's future economic potential lies in maximising the economic impact of its excellent geographic linkages, key local assets, housing, employment, culture, diversity and distinctive commercial offer. In doing so, Bolton will attract residents and business from all over the UK and internationally to visit, study, work and put down roots at the heart of the Northern Powerhouse.

Working closely with partner agencies at a GM level, Bolton can benefit from high-impact marketing and the city-region's reputation and international connectivity, such as direct flights to China. Bolton has ambitions to be at the forefront of new technological developments with a sustainable smart city offer to attract investment and maximise links between the town and University with science, digital, and modern manufacturing and engineering.

The growth ambitions for Greater Manchester up to 2030 and beyond through the Spatial Framework (GMSF) process will directly influence the amount of new housing and employment floorspace that will need to be accommodated across the ten districts. Bolton already has a strong pipeline of development opportunities, with significant potential for growth at existing key employment sites. Logistics North has substantial scope for expansion, while Bolton town centre, Middlebrook and Rivington Chase also provide opportunities for continued development. Further strategic sites will emerge through the GMSF, and these will start to be developed after 2020.

Bolton town centre is the largest in Greater Manchester outside the regional core, and has the potential to grow significantly. The continued development of the town centre will also provide an attractive retail and leisure mix for local residents and visitors, building on the Town Centre Action Plan and new town centre masterplans, with superb shopping and an improved nightlife offer around eating out. The University developments, particularly the University Technical College and the new Academic Village, will help to attract and retain new talent in the district, and provide the opportunity to connect academic study and research to business start up, expansion and growth. Previous key sites such as Church Wharf and Merchant's Quarter will remain a key part of the Town Centre Strategy, alongside new opportunities at the gateways to the town centre.

Building the quality homes we need and development ambitions are only part of the picture of providing a distinctive local offer. A strong tourism and leisure offer is key to attracting new spending and investment. The cinema, restaurants and retail stores opening in the Market Place, together with new investment in the Octagon Theatre and Bolton Museum, Aquarium and Archive (which is amongst Greater Manchester's top ten attractions), will play a part in continuing to revitalise and refresh the offer to residents and visitors. Bolton's events strategy will also support this, helping to attract even more visitors to Bolton's Food and Drink Festival, alongside successful events such as the Ironman UK Triathlon and IronKids UK. At Middlebrook, retail, sport – including the home of Bolton Wanderers and Bolton Arena – leisure, hotel, and commercial development form a strong tourism draw, alongside emerging tourism opportunities around Horwich, particularly in terms of its proximity to the West Pennine Moors and countryside activities across Bolton as a whole.





Outcomes	Activity
Maximising the potential of key local assets	Implement the town centre plans including developing opportunities for the University and Academic Village, the Market Place, The Octagon Theatre, Bolton Museum, Aquarium and Art Gallery, and other office and leisure development across the town centre.
Improving the cultural offer	Utilise the Bolton events strategy to support new events opportunities across the district. Explore new leisure and tourism opportunities in Horwich, linked to countryside tourism and outdoor activities.
Meeting housing needs	Develop a commercial and investment offer, including proposals for Bolton to be a modern, sustainable, scientific and smart city. Work with relevant partners to identify new major development sites, new housing development options that link to new job opportunities, and support increased housing builds to provide enough homes of the right quality to meet Bolton's growth ambitions. Ensure that underused and derelict sites and buildings are put to the best economic use.

Implementation Partners

Bolton Vision, Economic Partnership, Bolton Council, Team Bolton; BCH Partnership; Central Bolton Partnership; businesses, developers, registered social landlords and landowners, together with GM partner agencies including, and Homes and Communities Agency.

Appendix 1

Objectives, outcomes, activity and partners

Objective 5 Healthier, wealthier, and more prosperous Bolton

The link between prosperity, health, and quality of life are at the heart of the strategy. People generally live longer, healthier lives when they are in work. A health and care system which incorporates a focus on moving into, and remaining in work as a routine element of service delivery will achieve better health outcomes for its residents.

Economic growth is not just an end in itself, but also a means to improving the lives of local residents. Ensuring that residents are able to respond to the needs of the local economy is vital, but residents also need to benefit from this arrangement, through improved health, wealth and wellbeing. Bolton needs to ensure that new jobs maximise the potential of residents and provide aspirational achievements for workers.

Bolton's residents on average live shorter lives than the national average, and live for longer in poor health. Supporting good work opportunities, especially around improving public health, can help to support long-term wellbeing, providing meaningful employment, confidence, social networks and income that can positively improve the lives of individuals facing social exclusion.

Narrowing the gap between the UK and national healthy life expectancies can also help to ensure Bolton's continued resilience, reducing the demand on public resources in the long term. Addressing the financial challenges of providing public services is a core focus for the Council and the wider public sector – investing ahead of need and reducing demand on services can support both residents' self-sufficiency and the public sector's efficiency savings programme. Further improvements can be brought to bear through influencing the new health and social care arrangements across Greater Manchester to benefit local residents, following the 2015 landmark agreement with Government to take charge of £6bn spending locally.

Alongside this, narrowing the gap in income inequality, particularly through raising earnings, can also help to stimulate further economic growth and development as businesses compete for new consumers.



Outcomes

Activity

Improving health and wellbeing

Support the development of a new integrated health and social care service across Greater Manchester.

Utilise public health connections to support in-work health and integrated support for the 'Fit for Work' schemes to help more residents back to work from a sickness absence.

Narrowing the gap in earnings

Support the successful delivery of Working Well and other national and local welfare to work programmes, alongside providers, to deliver integrated mental and physical health support and skills to access better paid work for unemployed and economically inactive residents.

Utilise the public sector's supply chain to support the development of good work environments (e.g. through the Workplace Wellbeing Charter and the Public Health Responsibility Deal).

Support the uptake of the Living Wage by Bolton employers through local engagement activities.

Develop a public sector procurement plan that aims to support improved pay for local workers.

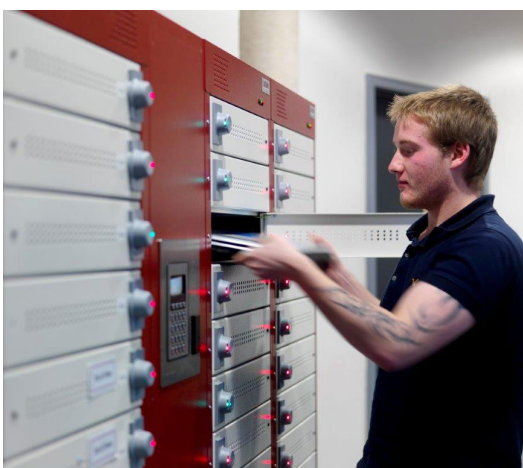
Implementation Partners

Bolton Vision, Economic Partnership, Health and Wellbeing Board, NHS England, Bolton Council (including Public Health), Bolton NHS Foundation Trust, NHS Clinical Commissioning Group, Greater Manchester Combined Authority, Bolton employers, Department for Work and Pensions, Training and Work Programme providers, primary care partners and GPs.

Appendix 1

Objectives, outcomes, activity and partners

Objective 6 Well-connected Bolton



Bolton is becoming ever more connected to the Greater Manchester city region, the wider North, the UK as a whole, and internationally, with regular direct trains to Manchester Airport connecting Bolton with 22 million passengers, 100 airlines and 200 worldwide destinations. Good transport connections and digital communications are key to ensuring that residents can access a wider variety of jobs and economic opportunities. This can include jobs within Bolton that they may not have previously been able to access. Increased investment within the city region can also help connect Bolton residents to good jobs and new opportunities, as well as making Bolton a centre to attract new business growth.

Enhancing transport connectivity can also help to attract new residents, businesses, visitors and students by providing good links with visitor attractions, employment sites and places of learning. Good infrastructure – both physical and social – lies at the heart of this, and supports Bolton’s aspirations for attracting and retaining new talent.

Continued investment by Network Rail and Highways England across Bolton, particularly on rail electrification and M61 improvements, can support the development of new businesses in Bolton. Developments such as Bolton Interchange, Middlebrook and Logistics North rely on the good connectivity of local transport, linking businesses and residents with jobs and economic opportunities.

Lower qualified residents do not tend to travel as far to work as higher qualified residents. Working with Transport for Greater Manchester in ensuring that residents can access good jobs and new opportunities involves more than simply ensuring accessibility. Providing the right skills development – based on an understanding of business need – can ensure that residents are better equipped to find and retain employment. Linking transport development with skills and employment support, particularly in deprived areas, can significantly enhance the impact of any interventions.

Digital connectivity and communications are also vital for Bolton’s economic prosperity. Continued investment is needed in digital infrastructure, such as improving broadband speeds. Targeted training is also required to improve the digital skills of the workforce.



Outcomes	Activity
Maintain and enhance transport connections	Continue to explore further options for development of the M61 to support increased accessibility for sites and businesses in the M61 corridor and options for further developments along the corridor to support new jobs growth.
Enhance physical and digital connectivity	Work with Network Rail, neighbouring districts and Transport for Greater Manchester (TfGM) to identify the potential for new developments alongside rail routes. Maximise the use of Bolton Interchange to help people access employment opportunities in Bolton and elsewhere and work with TfGM to identify and reduce barriers to access public transport, cycling and walking.
	Work with TfGM to identify the potential options for linking new housing and employment sites with more deprived areas of Bolton through better transport routes. Work with local partners and with digital infrastructure organisations and internet service providers to improve digital connectivity.

Implementation Partners

Bolton Vision, Economic Partnership, Bolton Council, Transport for Greater Manchester, Highways England, Network Rail, Bolton businesses, developers and landowners, digital and internet providers, Manchester Growth Company, and other business support agencies.





Appendix 2

Measures of success

Implementation of this Strategy will continue to attract further investment and opportunities for local people.

Within the context of the macro-economic performance of the city region as a whole, measures of success are based on achievable and measurable actions, benchmarked against two key areas for comparison, Greater Manchester and the wider UK:

- **Greater Manchester:** where relevant, Greater Manchester rates are presented as an ambitious option. The average Greater Manchester rates take account of areas with stronger local economies, as well as areas not performing as well as Bolton.
- **National:** where ambitious enough, or where Bolton shows significantly better results already than nearest statistical neighbours or Greater Manchester, national rates are taken. These may vary depending on the data source, but are likely to include England and Wales, Great Britain, or the UK.

Measures, where possible, reflect existing local strategies, with projections to 2030 as appropriate. For example, targets from the Bolton Visitor Economy have been included here. Measures around housing have not been included because they will be defined in the Greater Manchester Spatial Framework, due to be completed in 2018, which seeks to create a joint plan for Greater Manchester.

The emphasis of the Economic Strategy has evolved to maximise focus on residents benefitting from the opportunities that economic growth, including investment over the previous decade, has achieved. Nevertheless implementation of this Strategy will continue to attract further investment and opportunities for local people. Private investment in Bolton is forecast to continue, and it is expected to generate at least a further £1 billion of investment and 11,000 additional jobs in Bolton over the period from now to 2030, with GVA exceeding £6bn by 2030. Monitoring the measures of success will take place annually, when the opportunity will be taken to review how the Strategy and the actions within it are being implemented. In light of this and the planned refresh of Bolton's Community Strategy, if necessary, the ambition measures will be adjusted accordingly.

Each of the measures relates to one or more of the Economic Strategy objectives. Using the key, these are highlighted in the following table:

Appendix 2

Measures of success

Description	Measure of success	Objectives
<p>GVA per capita Measures the amount of profits and wages generated in the economy per person</p>	<p>Reduce the gap in GVA per capita between Bolton and Greater Manchester. Ambition: by 10% by 2020 and by 45% by 2030 Bolton GVA per capita is currently £3,707 lower than the GM average (data source: GMFM, 2014)</p>	
<p>Sectoral productivity GVA impact Measures the difference between current and potential GVA in Bolton caused by the different sectoral productivity levels between Bolton and the UK</p>	<p>Reduce the gap generated by low sector productivity Ambition: by 10% by 2020, and by 45% by 2030 The current sector productivity gap stands at £410.4m (data source: GMFM 2014)</p>	
<p>Sectoral employment GVA impact Measures the difference between current and potential GVA in Bolton caused by the different sectoral employment levels between Bolton and the UK</p>	<p>Increase the GVA benefit Bolton receives from its employment mix Ambition: by 20% by 2020 and by 80% by 2030 Bolton currently benefits from its mix of employment to the value of £93.1m per year (data source: GMFM 2014)</p>	
<p>Employment rate Measures the proportion of the working age population in employment</p>	<p>Increase employment rate Ambition: to 71% by 2020 and to national average by 2030 Bolton employment rate is 69.8% compared to the UK's 73.4% (data source: Annual Population Survey, Sept 2015).</p>	

Key:


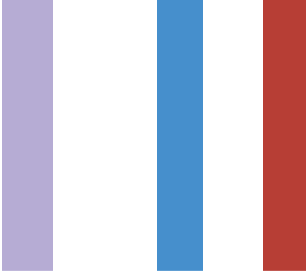

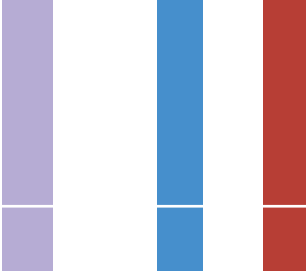

-  A strong, resilient and hard-working Bolton
-  An ambitious, skilled, and responsive Bolton
-  A productive, thriving, and innovative Bolton
-  A distinctive, attractive, and competitive Bolton
-  Healthier, wealthier, and more prosperous Bolton
-  Well-connected Bolton



Description	Measure of Success	Objectives
<p>Economic activity Measures the proportion of the working age population in work or seeking and able to work</p>	<p>Increase economic activity rate Ambition: to 75% by 2020 and to the national average by 2030 Bolton economic activity is 74.9% compared to the UK's 77.7% (data source: Annual Population Survey, Sept 2015)</p>	
<p>Out-of-work benefit claimant rate Measures the proportion of the working age population who are claiming an out-of-work benefit</p>	<p>Reduce out-of-work benefits rate Ambition: to 11% by 2020 and to national average by 2030 This ambitious target aims to reduce the out-of-work benefits rate from 12.0% currently to at least the national average of 9.4% (data source: DWP benefits, May 2015)</p>	
<p>Residents working in Bolton Measures the proportion of Bolton's workers who also reside in Bolton</p>	<p>Increase the proportion of Bolton's workers who live in Bolton Ambition: to 67% by 2020 and to 70% by 2030 Bolton rate is 64.7% (2011)</p>	
<p>Level 4+ qualifications Measures the proportion of residents of working age with level 4 qualifications or above (i.e. HNC, certificate of higher education or equivalent and above)</p>	<p>Raise the proportion of working age residents qualified to at least level 4 Ambition: to 27.5% by 2020 and to 32.5% by 2030 25.5% of Bolton's residents are qualified to level 4+, compared to 35.8% in UK (data source: Annual Population Survey Dec 2014)</p>	

Appendix 2

Measures of success

Description	Measure of Success	Objectives
Level 2+ qualifications Measures the proportion of residents of working age with level 2 qualifications or above (i.e. GCSE grades A*-C or equivalent and above)	Raise the proportion of working age residents qualified to at least level 2 Ambition: to 69% by 2020 and to the UK average by 2030 68.3% of Bolton's residents are qualified to level 2+, compared to 73.1% in UK (data source: Annual Population Survey Dec 2014).	
Business base Measures the annual percentage in the total number of businesses	Increase the ten year growth rate in the total number of businesses Ambition: to 0.75% per annum by 2020 and 1.2% per annum by 2030 Over the past nine years, the average growth in total businesses in Bolton is 0.9% pa (data source: ONS Business Demography 2004 – 2014).	
Business rates Measures the annual percentage increase in the income received from business rates	Increase the business rates generated in the area Ambition: by 0.75% per year to 2020 and by 1.2% per year to 2030 Bolton's current non-domestic rating income stands at £74.3m of which £36.4m currently goes to Bolton (date: 2014-15)	
Start-ups Measures the annual percentage change in the number of new businesses in a year	Raise the ten year average annual growth in new business start-ups Ambition: to 2% per annum by 2020 and 3% per annum by 2030 Over the past ten years, the average growth in new start-ups in Bolton is 1.1% pa (data source: ONS Business Demography 2004 - 2014).	
Business survivability Measures the proportion of businesses that are still in operation 5 years after they were set up	Increase 5 year survivability of businesses Ambition: to the national average by 2020 and to 44% by 2030 Bolton's 5 year survival rates stands at 41.5%, against the national average of 41.7% (data source: ONS Business Demography 2009 – 2014).	

Key:

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-  A distinctive, attractive, and competitive Bolton
-  An ambitious, skilled, and responsive Bolton
-  Healthier, wealthier, and more prosperous Bolton
-  A productive, thriving, and innovative Bolton
-  Well-connected Bolton



Description	Measure of Success	Objectives
<p>Housing Measures the proportion of council tax generated by council tax band D and above dwellings as a proportion of the total council tax base</p>	<p>Raise the proportion of council tax base delivered by band D and above properties Ambition: to 25% by 2020 and to 28% by 2030 Bolton's council tax band D and above properties currently account for 23.8% of council tax receipts (date: 2015)</p>	
<p>Earnings Measures the gap between the median earnings of Bolton residents and UK residents</p>	<p>Reduce the gap between Bolton resident salaries and UK resident salaries Ambition: by 20% by 2020 and eliminate the gap by 2030 Resident median salary stands at £19,317 in Bolton and £22,044 in UK (data source: Annual Survey of Hours and Earnings 2014)</p>	
<p>Living Wage Measures the number of local businesses paying the living wage, as defined by the Living Wage foundation</p>	<p>Increase the number of local businesses paying the Living Wage Ambition: new baseline Measure required This target is driven by the Council's own support for the Living Wage, and is subject to review by businesses</p>	
<p>Earnings gap between residents and workers Measures the gap in earning between people who work in Bolton and workers who live in Bolton</p>	<p>Reduce the gap between Bolton workers' salaries and Bolton residents' salaries Ambition: by 30% by 2020 and by 50% by 2030 Bolton residents' salaries are currently £623 higher than Bolton's workers' (date: 2014)</p>	

Appendix 2

Measures of success

Description	Measure of Success	Objectives
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The following additional indicators are in development and subject to deletion, change or addition by Bolton Vision Partnership(s) and Key Implementation Partners including in the context of a refresh of the Community Strategy and other existing strategies

Life expectancy Measures the difference in life expectancy at birth in Bolton compared to the UK	Reduce the gap in life expectancies between Bolton and the national average for both males and females Ambition: by 20% by 2020 and eliminate the gap by 2030 Bolton life expectancy is 78.0 years for males and 81.6 years for females. The national averages are 79.4 years for males and 83.1 years for females (data source: ONS Life Expectancy 2012-14).	
NEETs Measures the proportion of 16-18 year olds who are not in employment, education or training	Reduce the proportion of 16-18 year olds classed as NEETs within Bolton Ambition: to reduce the NEET rate to 4.2% by 2020 and 3% by 2030. Bolton NEET rate is currently 5.1% (data source: Department for Education, 2014).	
Bolton Food and Drink Festival Footfall	Measure to be identified	
Visitbolton.com users Measures the number of unique visits to the Visit Bolton website	Increase user figures to the visitbolton.com website Ambition: to at least 9,000 per month by 2018, a 30% increase on the 2014 figures.	
Tourism jobs Measures the number of full-time equivalent jobs in the tourism sector	Support 5,700 full time tourism job equivalents by 2018, an increase of 10% against the 2013 figures.	

Key:

A strong, resilient, and hard-working Bolton	A distinctive, attractive, and competitive Bolton
An ambitious, skilled, and responsive Bolton	Healthier, wealthier, and more prosperous Bolton
A productive, thriving, and innovative Bolton	Well-connected Bolton



Description	Measure of Success	Objectives
<p>Visitor spend Measures the total spend of visitors to Bolton per year</p>	<p>Increase visitor expenditure to £433 million by 2018, an increase of 10% on the 2013 figures</p>	
<p>Bed-nights Measures the number of people spending the night at Bolton accommodation businesses per year</p>	<p>Between 2015 and 2018 generate at least 2,000 bed-nights annually at Bolton accommodation businesses through Visit Bolton marketing and events activity</p>	
<p>Hotel accommodation Measures the number of bedrooms at Bolton accommodation businesses</p>	<p>Increase the hotel accommodation in Bolton Ambition: by 10% on 2014 figures (c. 80 additional bedrooms)</p>	
<p>Healthy life expectancy Measures the difference in healthy life expectancy in Bolton compared to the UK</p>	<p>Raise healthy life expectancy Ambition: by one year by 2020 and to reach the state pension age by 2030 for both males and females HLE in Bolton is currently 61.1 years for males and 62.2 years for females (data source: ONS Healthy Life Expectancy 2011-13)</p>	
<p>Metroshuttle usage Measures the annual number of passengers using the Metroshuttle bus around Bolton town centre</p>	<p>Increase Metroshuttle usage Ambition: by 15% by 2020 Currently over 100,000 trips per year taken on Bolton Metroshuttle (data source: TfGM 2013)</p>	

the light
cinema experience





Appendix 3

Economic Assessment

Bolton's economy continues to grow successfully.

However, a number of challenges remain that the Economic Strategy, as part of a wider Community Strategy, will aim to address.

Update to the Local Economic Assessment

As part of the development of the Economic Strategy, we have provided an interim update to the Local Economic Assessment last completed in early 2015 (available in Annexe A). The information presented below is a snapshot of this work, and shows that Bolton's economy continues to grow successfully. However, a number of challenges remain that the Economic Strategy, as part of a wider Community Strategy, will aim to address.

Challenges and opportunities

While the focus on narrowing the gap and securing economic prosperity has not changed for Bolton, movements in the financial and policy landscape make it necessary to consider the emerging challenges and opportunities now facing the district. These include:

- **Devolution and aligning with Greater Manchester priorities:** GM devolved powers and responsibilities present Bolton with a unique opportunity to influence decision-making and the provision of a range of business support, skills and welfare services
- **Achieving ambitious local plans for new and continued developments:** Realising Bolton's ambitious plans for future growth and new developments
- **The Northern Powerhouse:** Through better connections across the north of England. Bolton has the potential to be a significant player as part of a wider, connected Northern Powerhouse
- **Productivity:** The importance of raising total productivity levels to secure business growth and prosperity for residents
- **Improving outcomes in the context of a challenging financial environment:** A continued challenging financial environment for the public sector with continued pressure to improve outcomes
- **Resilience:** Ensuring that Bolton's economy remains resilient to changes in the local, national and international economy



Appendix 3

Economic Assessment

Devolution and aligning with Greater Manchester priorities

The Greater Manchester Strategy (GMS), refreshed in 2013, sets out an ambition for the city region in 2020: to pioneer a new model of sustainable economic growth, built on a connected, talented, and greener city region. People are at the heart of this vision, and the twin aims of growing the economy and reforming public services are directed towards ensuring that residents can contribute to and benefit from economic growth and prosperity.

The Greater Manchester devolution deals with government are significant steps along our “roadmap” towards a place based partnership. They provide the tools and levers required to discharge our place shaping role to create high quality places that attract and retain more productive people and businesses, and to reform the way that public services are delivered to improve outcomes for our people. Greater responsibility and control over areas including transport, planning, housing, business support, apprenticeships, further education, and welfare-to-work programmes has direct implications for the scope of actions available to support growth and reform, and ensure that residents can access new opportunities across the conurbation.

Greater local control over transport has already supported the development of the new transport interchange in Bolton town centre, while devolution of planning responsibilities allows Bolton the opportunity to consider the long-term growth options and ambitions for Bolton and the wider city region. Greater Manchester is currently developing a Spatial Framework (GMSF), which, although not the sole lever at our disposal, will have a pivotal role to play in supporting the realisation of our growth ambitions. It presents a significant opportunity for Bolton to bring forward both new residential and employment sites which will support local and GM wide growth.

Greater Manchester’s local co-commissioning of welfare-to-work programmes provides Bolton with the opportunity to target some of its higher levels of unemployment more effectively, with appropriate integrated support. The Working Well programme, which provides a basis for this approach across Greater Manchester, is to be expanded to 50,000 residents in the coming years. Linked to this, greater responsibility for the further education system in Greater Manchester can help to align work and skills


programmes across the city region. For Bolton, this can also help to ensure that the system can be more aligned with local business need, and appropriate incentives put in place to support new apprenticeships.

The devolution agreement also provides Bolton with the option to better tailor integrated business support to local need. This has been provided through the Business Growth Hub, and locally through Business Bolton’s strong established brand. Aligning this in future with Greater Manchester business support priorities can ensure that Bolton benefits from support across Greater Manchester.

Greater Manchester’s plans for the closer integration of health and social care aim to shift spending away from reactive, hospital-based services towards community-based preventative services. In the long-term, this can help to reduce the burden of ill health on the public sector and Bolton’s local economy, supporting the economic development of Bolton through investing in its most important asset: its residents. With a lower life expectancy and lower healthy life expectancy than nationally, Bolton has the most to gain from a more coordinated system aimed at prevention.

Achieving ambitious local plans for new and continued developments

The growth ambitions for GM up to 2035 determined through the GMSF process will directly influence the amount of new housing and employment floorspace that will need to be accommodated in Greater Manchester and in each of its ten districts. Development remains a key priority for Bolton with ambitious plans for future growth. Bolton has considerable strengths in manufacturing and logistics with concentrations of employment above the national average. Sites have been identified to further support this growth, including the potential for expansion at Logistics North, Middlebrook, and Rivington Chase, given their successes, and emerging strategic sites such as potential housing and commercial developments at Hulton Park. To achieve Bolton’s strong ambitions, we will need to focus on maximising brownfield land use and redeveloping existing mill sites, alongside making the most of investment funds, including the £300m Greater Manchester Housing Fund, designed to help kickstart new home building.



New town centre masterplans detail the further integration of the University of Bolton within the town centre with the development of the Academic Village alongside the business quarter. There also remains further potential at previous key sites including Church Wharf and Merchant's Quarter, whose plans for redevelopment can be revisited. Bradshawgate, which links the two sites, along with the gateways to Bradshawgate at Manchester Road and Bank Street, can also support further growth in the business, financial, and professional services sector.

A strengthening hospitality and leisure offer which is built around this town centre offer can help to attract more visitors, residents and businesses to the district. The tourism sector has the potential to grow by around a further £17.2m by increasing visitor numbers and stays at its already existing tourism assets. The Town Centre Action Plan, which supports new developments around the Octagon Theatre, Market Place and wider retail and leisure offer, is supported by both an events strategy and a tourism strategy that aims to increase visitor numbers through events like the popular Food and Drink Festival. Sporting and leisure assets outside of the town centre have also seen significant growth. Football, with Bolton Wanderers Football Club and developments at Rivington Chase, supports a stronger demand for cultural and outdoor activities around Horwich and the Rivington reservoirs. This has been shown in the area's burgeoning attraction to cyclists and walkers, as well as bringing in attractions such as Go Ape at Rivington, which won the Visit Lancashire Small Visitor Attraction Award in 2014.

The development of the Northern Powerhouse

Since the last Bolton Economic Strategy, the policy landscape has also shifted around city regions. As places that foster new business growth and job creation, cities play a vital role in the Government's aim of rebalancing the UK economy. Becoming part of the powerful Northern Powerhouse economy offers the opportunity to work with neighbours as a dynamic counterweight and complement to the London and South East economy.

At the heart of the Chancellor's Northern Powerhouse ambitions are four key challenges aimed at improving productivity, driving competition and enhancing connectivity. These include improving transport linkages, investing in science and technology, enhancing the cultural offer of cities and providing effective governance at scale.

For Bolton's businesses and residents this can enhance connectivity, opening up new markets and enabling residents to access employment and leisure opportunities right across the northern geography. It can also help to support the productivity of individual sectors in Bolton, attracting new investment and opportunities, both nationally and internationally.

Narrowing the productivity gap

One of the main challenges facing the UK has been low productivity growth. Productivity growth – the increase in profits and wages generated in an economy per person – has stalled in recent years. There is a large and widening gap in productivity between areas across the country, and in spite of its strong growth, Bolton is no exception. Estimates suggest that lower productivity in Bolton reduces total GVA¹ by around £1.0bn compared to Greater Manchester. This lost productivity equates to around 23% of Bolton's total economy.

Narrowing the productivity gap in Bolton will require a focus on both aspects of productivity. These are:

- Demographic and participation factors that affect the numbers of individuals contributing to GVA
- In-work factors that affect how much GVA businesses and individuals generate

From a demographic perspective, Bolton already benefits from its employment rates. The district generates about £6.8m more per year than would be expected if it had the city region's average employment rate. Supporting more residents to gain employment through programmes such as the Work Programme, Working Well, and Families First, can help to increase this additional economic output and raise productivity levels.

The district does, however, have a lower proportion of working age residents than across GM, equating to a gap of £133.2m with GM. This has implications for the demand for public services. Attracting and retaining more talent – particularly of the 34,000 workers who regularly commute in to Bolton to work – can help Bolton to generate more GVA from its own residents being in work.

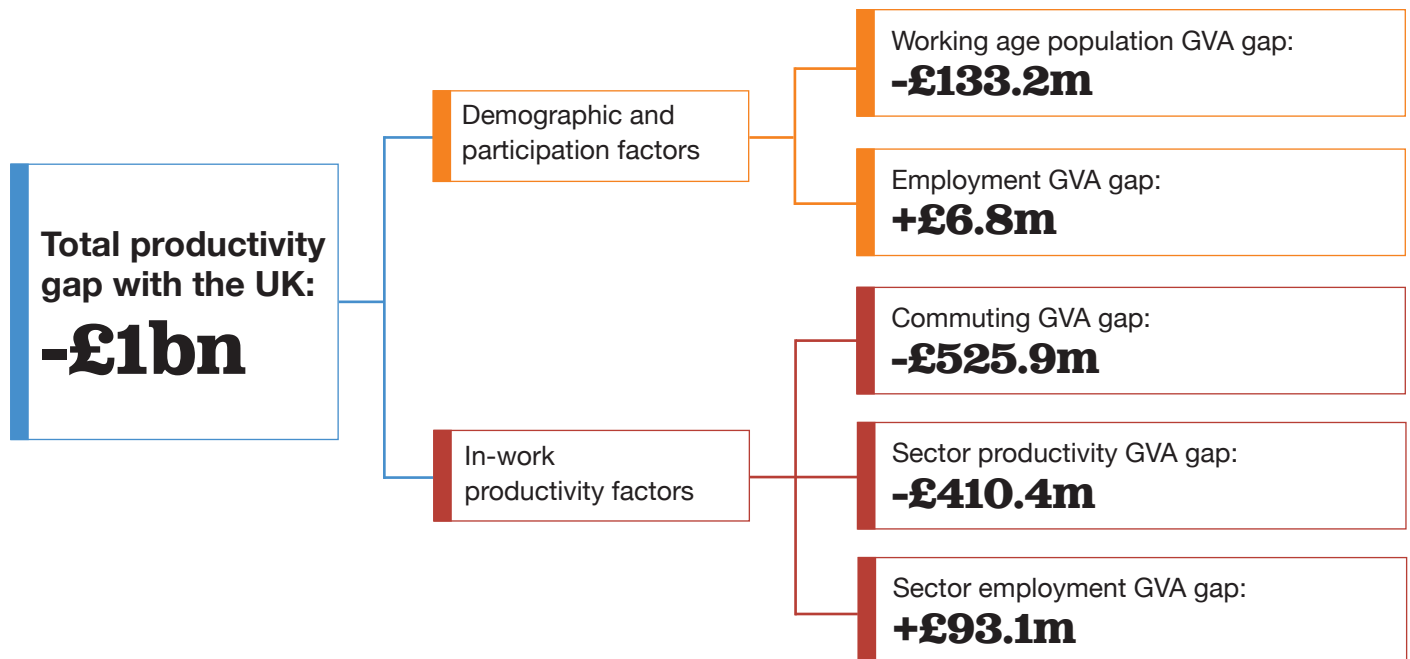
Commuting, whilst identified as a net loss to Bolton to the value of £525.9m, is a positive in the context of GM. This

¹GVA is gross value added – the total amount of profits and wages generated in an economy.

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Economic Assessment

Figure 1: Bolton's productivity challenge



is because the majority of the residents who commute out (87.8%) work across GM, demonstrating the accessibility of jobs across the conurbation to Bolton residents.


In terms of in-work productivity factors, employment is concentrated in Bolton's more productive sectors, generating around £93.1m GVA per year more than it would if it had the same employment mix as the city region. The sectors with higher employment concentrations that benefit the district include construction, manufacturing (especially food and drink), wholesale and retail trade, professional services, sport and science, research and development. Linking skills and work programmes to increase employment in these relatively more productive sectors, and supporting workers to progress towards more productive employment, can further improve Bolton's overall productivity levels.

Yet whilst employment is higher and concentrated in Bolton's more productive sectors, these sectors produce less GVA per job in Bolton than they do across Greater Manchester, accounting for around £410.1m of the £1bn productivity gap. Raising the productivity of key sectors

– through business support, investment in innovation and capital, and support for skills that improve labour productivity – can help to increase the output of sectors, and provide greater aspirations and prosperity for local residents. Programmes that support and improve health and wellbeing can also ensure that the local economy's workforce is as productive as it can be, and reduce costs to businesses and the public sector of sickness absences.

Improving outcomes in a challenging financial environment

Alongside these opportunities, Bolton is facing a tough financial challenge. Continuing to deliver services to residents as before – supporting residents' skills and employment needs and providing statutory services that underpin the local economy – will become much more difficult as the public sector faces the challenge of doing more with less. At the same time, demand for public services has been increasing. Bolton is no exception, though has benefitted from more significant growth in its local economy that has helped to mitigate the impact of this challenge.



As the district's population grows and diversifies – and in order to meet the economic challenge of securing inclusive economic prosperity – the public sector will need to find new ways of meeting demand for relevant services. Efficiency savings will only provide a proportion of the savings required across the public sector. More wholesale reform of how public services are delivered needs to be implemented.

Currently, many public services are based on reactionary, and costly, interventions provided at or after a crisis point has been reached. The impacts of long-term unemployment, for example, are felt across the health, crime and social care sectors, as well as through increased welfare support. With the devolution of more powers and responsibilities to Greater Manchester, the area has the opportunity to change the way services are delivered to become more proactive and preventative. Specifically, these services need to be more co-ordinated and integrated, with multiple agencies working together to deliver tailored services to families and individuals. By breaking the cycle of dependency on public services, empowering residents and enabling them to be more resilient, they can be supported to live healthier, wealthier and more prosperous lives.

Bolton has already instigated a number of public service reform programmes to reduce the long-term costs to the public sector of inaction. The Troubled Families (Family First) and Complex Dependency (including Working Well) programmes have sought to help families furthest from the labour market with a range of integrated support from social, health, employment and skills services. More targeted services, such as the Youth Contract and Talent Match, have helped younger residents to access new jobs and reduce the burden of unemployment, low skills achievements and ill health on the public sector. Continuing to develop new opportunities for the public sector to tackle social challenges pre-emptively, and reduce the cost to society, will help Bolton to meet its economic ambitions in a challenging financial climate.

Providing attractive economic opportunities for residents will remain a challenge as the district's population and economy grows. Meeting the needs of Bolton's changing population – a growing, diverse and ageing population – will require the provision of a distinctive local offer: appropriate housing and related support, aspirational jobs

and opportunities, a strong cultural and academic offer, and the opportunity to progress. The emphasis for future development sites will be in responding to the needs of business with fewer resources. This requires an integrated approach for Bolton's entire public sector, as well as across Greater Manchester. The devolution of powers and responsibilities in areas such as skills, welfare and planning will also ensure that businesses' needs can be best met while reducing the overall cost to the public sector.

Alongside a strong housing, academic and cultural offer, Bolton aims to be a Future City - a smart city which responds to the challenges of working and living in an urban environment. By better utilising 'smart infrastructure' and new technology, Bolton can manage some of its growth challenges more effectively and efficiently. Using data to make smart decisions in areas such as transport, waste, energy and visitor attractions can help to reduce costs to the public sector, while maximising the potential of key local assets – especially the leisure and retail offer. Ensuring that Bolton is digitally connected is important to achieving this smart city ambition. Attracting investment in digital connectivity can be a challenge, although by integrating existing strategies and teams to make best use of the data compiled across the public sector, public services to residents and individual outcomes can be vastly improved.

Responding to future challenges

The last Economic Strategy rightly focused on the immediate needs of Bolton's economy to respond to the recession. This economic strategy builds upon that work in ensuring a stronger consideration of future economic downturns. No economic strategy can effectively prevent an economic downturn - they are often dictated by global trends alongside national and international structural issues. However, Bolton can consider how to help mitigate the impacts of any future economic challenges, and ensure that the local economy is resilient to wider shocks.

Stronger growth in key sectors, and building up the transferable skills of residents will ensure that the local economy is flexible enough to respond to changing economic circumstances. Similarly, ensuring that business needs are translated into the right support – both in terms of business support for growth and innovation, and in developing the right skills for the local economy – can help to maintain Bolton's resilience in the face of an economic downturn.



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Supporting strong growth in Bolton's economy will require a stronger focus on exporting to new markets. At the same time as supporting Bolton's economic resilience, this also opens up Bolton's businesses and residents to increased risks from fluctuations in international markets. Support for local businesses seeking to export needs to be tailored to the needs of individual businesses, ensuring that diversification that enhances business resilience is supported, without significantly increasing risks.

Aligning with existing strategies

Ensuring that residents are able to contribute to and benefit from the enhanced prosperity that Bolton has achieved over the past four years remains a key challenge for this Economic Strategy. That is why this Economic Strategy aligns directly with the priorities of the Community Strategy – securing inclusive economic prosperity which benefits all of Bolton's residents. It does so through providing a vision for Bolton for 2035 – an ambitious vision that aims to build on Bolton's economic success. This will mean not only ensuring opportunities for residents to progress, but also, that support for residents is in place.

Raising productivity is an important step to meeting this challenge. Enhancing the productivity of people, through improving health, wellbeing and skills, and better connecting residents to new economic opportunities can enhance economic prosperity and reduce inequality in Bolton. Similarly, enhancing the productivity of Bolton's businesses through appropriate and timely business support can develop greater economic resilience. Finally, ensuring that Bolton's local assets maximise their economic potential – through a diverse and appropriate housing offer, alongside transport and infrastructure investment – can maximise the prosperity of local residents.

The Economic Strategy should not be read in isolation and is a key document in Bolton's Community Strategy. The emerging Greater Manchester Spatial Framework and Bolton's Core Strategy provides the overall spatial vision for Bolton, and the wider region's housing and employment land. These are further supported by Bolton's strategies and action plans focussed on housing, mills and the town centre. Collectively, they can ensure that Bolton's local assets are able to maximise their economic benefit, while providing the opportunity for new and appropriate housing developments that meet the needs of residents, workers, and students.

Additionally, the Strategy will embrace Bolton's Skills Strategy, adopted in 2013, with the key aim of creating a skilled workforce which meets the needs of the local economy. The Team Bolton Partnership has been responsible for delivery plans that have driven successful outcomes focused on key strands of activity such as:

- Employer Engagement (including employer pledge, which has engaged 300 employers, including 100% success to date at Logistics North and sector networks)
- Aspirations, Careers Guidance, Information and Pathways (including website)
- Bolton Education Zone (STEM Centre, UTC and hosting the annual award winning Jobs and Skills Fair)
- Apprenticeships (including the GTA construction programme)
- Work Programme Leavers (Working Well)

Local context

As part of the development of the Economic Strategy, we have provided an interim update to the Local Economic Assessment last completed in early 2015 (available in Annexe A). The data presented below is a snapshot of this work, and shows that Bolton's economy continues to grow successfully. However, a number of challenges remain that the Economic Strategy, as part of a wider Community Strategy, will aim to address.

Business

Employment

106,900 jobs, up by 2,100 (2%) between 2010 and 2014

Economic Output

£4.6 billion per annum – 8.4% of GM's total GVA

Forecasts

15,500 additional jobs by 2034 and £2.9 billion additional GVA

Business demography

There were 9,355 businesses in 2014, with 1,350 new businesses created and 1,055 closing

Travel-to-work

62,464 people live and work in Bolton; 42,151 commute out; and 34,022 commute in

Industries

Highest employment in the public sector (27,900 jobs) and wholesale and retail (19,800)

Wages

The average annual pay of Bolton residents is £19,302, compared to £18,679 for all people who work in Bolton

Business survival rate

41.5% of businesses survive five years, higher than the GM average (39.4%)

Business start-ups

1,808 new businesses in 2015; almost 440 start-ups in real estate and professional services



Appendix 3

Economic Assessment

Box 1: The Future of Work

In 2014, UKCES released a report detailing thirteen major trends that impacted on the need for a different approach to work and skills. These trends included demographic change; income uncertainty alongside greater income disparity; growing desire for a better work-life balance; changing work environments; scarcity of natural resources and environmental degradation; and the constraint of public finances.

The work highlighted a number of areas for future change. The ageing workforce was one of these key changes – the report highlighted that over the next decade the number of economically active over 65 year olds is expected to increase by one third. For Bolton, this would equate to a total 5,300 residents aged over 65 and economically active.

Flexible working and new work practices also presented a potentially significant impact on the workforce. A desire for greater work-life balance is set against increased requirement for flexibility from workers. Latest research shows that 744,000 nationally are on zero-hours contracts, over one-third of which are based in the North West, London and the South East. The largest sectors for

zero-hours contracts are accommodation and food, and health and social work. Similarly, the largest occupation groups are caring, leisure and other service occupations, and elementary occupations, accounting for over half of all zero-hour contracts. Nearly two-thirds of those on zero-hours contract saw no difference in the hours they would usually work, or saw an increase in hours worked.

Flexibility of workers covers a number of different contract types, including zero-hour contracts, many of which work well for those taking them on. The contracts include flexi-time (3.1m workers on this type of contract nationally); annualised hours contract (1.3m); term-time working (1.3m); job-sharing (102,000); a nine-day fortnight (64,000); 4.5-day week (151,000); and on-call working (509,000). However, almost 1.2m workers have a second job, and as such will be much more likely to seek cross-cutting skills rather than sector-specific skills.

This significantly impacts on Bolton's potential growth trajectory. An ageing and diversifying workforce will require different interventions at different times to support continued employment, a reduction in income disparity and a continual increase in productivity for the district.



Figure 2: Business challenges and opportunities

Opportunities

Clear signs of recovery in Bolton, with employment higher than pre-recession levels

Strong connections to neighbouring districts, allowing residents the opportunity to access higher paid jobs outside of the district

Higher than average concentration of employment in a number of sectors, particularly manufacturing, logistics, wholesale and retail trade, and business services

Higher productivity levels in manufacturing than the national average, including within food and drink manufacturing

Improving in-work productivity can help to support the resilience of sectors with higher concentrations of employees

Challenges

High reliance on public sector employment, accounting for over a quarter of jobs

Low value sectors, such as retail and wholesale, dominate employment

Workers in Bolton earn an average of 3.3% less than residents, suggesting that those commuting out of the district may achieve higher earnings

Productivity levels are significantly below that of Greater Manchester and the UK

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Economic Assessment

People

Population

280,400 people live in Bolton, with projected growth of 16,600 between 2012 and 2022

Life expectancy

Life expectancy of 78 years for males and 81.6 for females

Healthy life expectancy

Healthy life expectancy of 61.3 (79%) of life in good health for males and 62.2 (76.2%) for females

Ethnicity

50,141 residents (18.2%) are non-white, with Asian / Asian British residents constituting 14.0% of this

Working age population

175,200 working age residents, a dependency ratio of 0.6 for every working age resident

Drive time population

20 million people live within a 2 hour drive of Bolton

GCSE Results

56.3% of students in Bolton achieving 5+ GCSEs grades A*-C (incl. mathematics and English)

Resident Skills

25.5% of residents have an NVQ4+ qualification (HND/HNC/degree), below GM (31.9%)

Benefit claimants

21,040 out of work benefit claimants of whom 3,300 are jobseekers and 14,740 claim ESA / IB



Figure 3: People challenges and opportunities

Opportunities

Growing population, with a diverse cultural mix

Strong concentration of employment in health and social care, leading to greater opportunities to take advantage of the increasing demand for this sector across Greater Manchester

Building on the cultural benefits of a strong and diverse community

Capitalise on international connections and language skills of local residents

Improving the skills levels of local residents will support better life outcomes and help to reduce the productivity gap

Challenges

Growing ageing population for the district, which will require additional health and social care support

Lower than average healthy life expectancy, with residents living longer in ill health

Supporting residents back to work through combining health and social care support with employment support

Lower overall productivity due to residents commuting out of the district to work, alongside a lower working age population than the national average

Forecast fall in working age population proportion requires the district to both attract more working age residents and improve the numbers of residents contributing to GVA

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Economic Assessment

Place

House prices

Average property costs £92,109 in Bolton, compared to £112,215 in GM

Town centre investment

£227m investment in the Innovation Zone, transport interchange, Academic Village and other sites

Journey-to-work

Journey to work area covering 1.1million people, with a 45 minute peak drive time

Rail Connectivity

Train links to Manchester, Southport, Blackburn, Preston and the north

Road Connectivity

Four M61 junctions, connecting to the M62, M6 and M60; provides access to Hull and Liverpool ports

University of Bolton

One of four major universities in Greater Manchester, attracting over 11,000 students a year globally

Retail Destination

£476m market potential, second major retail destination behind city centre in GM and 1.16m resident catchment

Tourism Destination

Bolton Museum, Aquarium and Archive amongst top ten free destinations in GM

ACORN Classifications

Majority of areas within Bolton are classed as financially stretched or in urban adversity



Box 2: Middlebrook

The Middlebrook development is a unique example of a successful collaboration between local authority, developer and end-users/businesses with Bolton Council, Emerson/Orbit and Bolton Wanderers' Football Club delivering the development in 1995, and the stadium opening in 1997. The building of the Macron stadium (formerly the Reebok Stadium) included the development of a new hotel and offices on the stadium site, and was an important factor in the redevelopment of the Middlebrook site. Shortly after the development of the stadium and the surrounding retail, leisure and commercial parks, employment in the local area rose significantly. Over 3,000 people are now employed across the Middlebrook development.

The development has been viewed by several local authorities across the UK as a replicable opportunity. Siting a strong local tourism attraction – Bolton Wanderers' Football Club's Macron Stadium, which attracts local fans and visitors – at the heart of a new development has helped the area to generate more jobs and local opportunities for businesses and residents. In addition to attracting major retail and leisure brands, the site now includes: several office locations, particularly Parklands, which has attracted both local and national

firms such as DRL, AXA, Keoghs and E.ON to invest in the site; an Enterprise Park attracting SMEs such as Dabs and Scan; a business park where Hitachi are based; housing opportunities; transport connections, including the Horwich Parkway rail station; and a community landmark, the Spirit of Sport.

The development is not only an employment site. The economic impact and cultural value of football is widely recognised² and the football club's importance within the local community means that it runs a number of local community projects from within the grounds. In much the same way that the University in the town centre acts as both an academic institution raising skills levels and aspirations, and as a functional part of the town centre's redevelopment, so too the Macron Stadium acts as an institution of learning and part of a wider regeneration initiative. The grounds are currently home to the Bolton Wanderers' Free School, prior to a purpose built facility taking shape, which provides a range of training and learning opportunities for 16-19 year olds. The grounds themselves are often used for teaching and coaching, particularly within the BTEC Sport qualification offered at the site.

²"Analysing the value of football to Greater Manchester", Sport Industry Research Centre, Sheffield Hallam University and Cambridge Econometrics, 2013



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Figure 4: Place challenges and opportunities

Opportunities

Good affordability in housing, allowing Bolton to attract a wider range of skilled residents

Development of the Horwich Loco Works site (Rivington Chase) with a housing-led development

Building on the economic opportunities presented by the University of Bolton, particularly the opportunities around the university's specialism in health and social care

Challenges

Lower house prices may limit investment in new house build projects, requiring a larger scale and mixed-use development

Improving and maintaining links with Manchester and the wider conurbation

Retaining good transport links outside of the city region in order to attract relevant workers





Appendix 3

Economic Assessment

Annexe A: Interim update of the Local Economic Assessment


Business

Bolton remains one of the top ten largest employment centres in the North West³. It is home to 106,900 jobs and attracts over 34,000 workers from outside the area – more than half of these from three districts (Wigan, Bury and Salford). Simultaneously, its good transport links with the wider GM conurbation and elsewhere mean that nearly 42,200 residents are able to access jobs and opportunities outside of the borough. The areas where jobs are accessed is more widely spread, with four districts accounting for over half of all jobs for Bolton commuters – Manchester, Salford, Bury and Wigan. The conurbation core is a strong attractor for employees from across Greater Manchester, which is why only 1,600 workers come to Bolton from Manchester, but over 7,000 Bolton residents commute to work in Manchester.

Distance travelled to work increases significantly dependent on the highest level of qualification of Bolton residents. Nearly one-third (31.2%) of Bolton commuters with no formal qualifications travel less than 2km to work, while just over a fifth (20.2%) travel more than 10km. For those with the highest qualification levels (level 4+), just 13.2% travelled less than 2km to work, while 45.5% travelled more than 10km. The impact of this is that residents – including those commuting out of the borough – experience a higher wage than those working in the borough. Residents earn on average 3.3% more than earnings associated with Bolton jobs, suggesting that they are accessing better opportunities outside of the borough.

On an occupational analysis, the top three boroughs, to which Bolton residents commute show higher proportions of higher level occupations. Wigan – the largest source of commuters to Bolton – has a lower proportion of higher level occupations, and a higher proportion of higher skilled residents who commute more than 10km. This suggests that higher skilled Bolton residents are commuting out of the borough to access higher level jobs. It also suggests that many higher skilled commuters from other boroughs may be commuting to work in higher level jobs in Bolton. This displacement effect – where non-Bolton residents are accessing higher level jobs that could be taken by Bolton's higher skilled residents – has an impact on the need for an appropriate skills strategy. This strategy should be focused on raising the skills levels of residents through raising aspirations, alongside aligning skills and qualifications progress to the needs of local businesses.

³Based on analysis of employment estimates from the Business Register and Employment Survey 2014 for North West districts.



Over £4.6bn worth of GVA was generated in Bolton in 2014, 8.4% of the GM total, and 3.3% of the North West. Baseline forecasts suggest that both employment and economic output are expected to increase to 2034, adding 15,500 jobs and £2.9bn to the local economy. This baseline assumption, though, does not take account of the impact of the Northern Powerhouse and devolution of responsibilities to Greater Manchester, or of the expected impacts of local developments such as Logistics North, Rivington Chase and the developments within the town centre. An accelerated growth scenario has been developed for Greater Manchester, built around the impacts of productivity improvements expected from the Northern Powerhouse developments. This scenario models a higher growth forecast for many of the sectors in which Bolton has a specialism, particularly manufacturing and business, financial and professional services. As a result, Bolton would be expected to achieve higher rates of growth in GVA and employment.

A significant challenge throughout Bolton is its productivity gap with the UK. Estimates suggest that lower GVA per capita in Bolton – which takes account of total factor productivity – accounts for a total gap with the UK of £1.7bn, and a gap with Greater Manchester of £1bn.

This can be further disaggregated into two sections: demographic and participation factors (discussed below); and in-work productivity factors. The in-work productivity factors are associated with total productivity include the mix of sectors within Bolton and the individual productivity of these sectors. Bolton benefits from its employment mix, generating around £178m more GVA than would be expected given the UK's employment mix. However, the impact of this is dampened by the relatively low productivity of these sectors. If Bolton were to reach the GVA per employment rates of the UK across all of its sectors, economic output could increase by as much as £1.1bn.

This relatively low in-work productivity is prevalent in sectors with a high concentration of employment in Bolton. Business, financial and professional services are of relatively low productivity, especially within the professional services sub-sector – over £650m of the GVA gap with the UK comes from low productivity in this sector alone. Similarly, the wholesale and retail sector, one of the highest employment sectors in Bolton, employing 20,000 workers, accounts for almost £160m of the GVA gap.

However, Bolton does experience high productivity within manufacturing, a strong sector for the borough. Manufacturing also experiences higher than expected concentrations of employment in Bolton, providing the sector with a strong base to support the local economy. This pattern repeats across a number of sub-sectors, with Textiles in particular showing a strong location quotient of employment, and a GVA per employment around 10.5% higher than the national average. Food and drink also shows a strong location quotient and a GVA per employment at 5.2% above the national average. The Logistics North development within the M61 corridor should continue to support the manufacturing sector, and the associated logistics sector.

People

Bolton's main opportunities lie in the diversity and growth of its population, yet this also presents a number of challenges for the borough. In contrast to all other Greater Manchester boroughs, where Pakistani and African residents constitute the largest non-white proportions, Bolton has a strong concentration of residents of Indian ethnicity. While this requires a variation in types of services offered to support different cultural backgrounds, Bolton can also benefit from stronger connections with India, one of the world's fastest growing economies.

The total population of Bolton is expected to grow by between 22,000 and 29,000 over the next 20 years. Forecasts paint a mixed picture of future working age population growth. Sub-national population projections (SNPP) suggest that the working age population may rise by around 4,400 between 2014 and 2034. Over the same period, the Greater Manchester Forecasting Model (GMFM) suggests that the working age population is forecast to decrease by around 2,500. While official estimates of need are based on the SNPP, the GMFM provides a challenge to this expectation, taking into account the growth of jobs and opportunities around the rest of the city region.

In both cases, population growth is expected to outstrip working age population growth for the next two decades. Around 105,200 residents of below age 16 and above age 65 are dependent on the 175,200 residents of working age to generate the tax income and provide the necessary services for their livelihood. This ratio of 59.7 non-working age residents for every 100 working age residents is higher than the Greater Manchester (55.2), North West (58.1), and UK (57.7) averages.



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Though Bolton has a lower life expectancy for both males and females than the national average, the important focus for Bolton is in its healthy life expectancy. Females are expected to experience just 62.2 years of health life, while males experience just 61.3 years. Healthy life expectancy differences between males and females is less pronounced than life expectancies, but all residents face the potential of spending between a fifth and a quarter of their life in ill health.

From a health perspective, this requires a greater focus on preventing ill health and long-term conditions, but also suggests a greater need for long-term and specialist care for residents. This acts as a challenge that the integration of health and social care across Greater Manchester is seeking to tackle. Yet it also presents an opportunity for Bolton's businesses to take advantage of the growing demand for healthcare and associated support. Health and social care accounts for around 15,400 jobs in Bolton, and building upon this concentration of employment can support the local economy's resilience in future years.

Economically, the relatively lower healthy life expectancies of Bolton residents – 1.4 years less than the national average for males and 1.5 years less for females – impacts on the total factor productivity of Bolton. Healthy life expectancy levels for both males and females is below 65, suggesting that Bolton residents would on average be unlikely to contribute to the economy for their entire working age. Improving the health of all residents can also support individuals to return to work sooner, and therefore improve the economic performance of the borough, supporting residents' long-term health and wellbeing.

This limits Bolton's overall productivity. Demographic factors, particularly a lower working age proportion than the national average, accounted for around £59m of the overall productivity gap. However, lower healthy life expectancy and increased periods of ill health may exacerbate the impact of low productivity.

Two further key factors can greatly affect Bolton's overall productivity: employment and skills. While employment has increased in recent years, with around 106,900 jobs in Bolton in 2014, the focus on Bolton's productivity should take account of the proportion of these jobs taken up by residents, and the resident employment rate. At 69.8% of the working age population, Bolton's employment rate is marginally above the Greater Manchester rate (69.5%),

but significantly lower than the national average (73.4%). This disparity accounts for around £212.3m of the £1.7bn productivity gap with the UK. When commuting is taken into account, Bolton loses out to the tune of £422.8m – from a higher rate of residents commuting out of the borough to work than workers commuting in.


Bolton also experiences higher proportions of out-of-work benefit claimants (12%) than the city-regional (11.5%) and national (9.4%) averages. The largest proportion of these claimants are economically inactive working age ESA claimants – accounting for 8.4% of the working age population, significantly higher than the national average of 6.3%. Supporting more residents into work will increase the overall productive capacity of Bolton.

Skills also appear as a significant issue within Bolton. Skills improvements, particularly to support residents back to work, and to ensure that residents are able to access a variety of higher-value jobs, remains at the heart of Bolton's Community Strategy, supported through the Skills Strategy. However, higher skills levels remain below the GM average. Coupled with the higher wages of residents commuting out of the borough and a forecast net migration out of the borough in the next 20 years, skills improvements will be important in supporting residents to remain in Bolton and to bring higher-value jobs and businesses to the area. Improving the pace and scale of skills development across the borough will also aid the overall productivity of residents in work, while supporting residents out of work to access more opportunities.

Place

Bolton town centre remains one of only two town centres outside the conurbation core in Greater Manchester that has both economic critical mass and diversity. Targeted investment in the town centre – a core part of Bolton's economic strategy – has brought additional benefits, including a new transport interchange, which can better support residents to access new opportunities.

A range of redevelopments and new investments across Bolton town centre indicate the relative economic success of the area, and the continued confidence of businesses to invest in the area. Redevelopments in the town centre include the £20m refurbishment of the Market Place, to create a new retail and leisure centre with a nine screen digital cinema; improvements to the Town Hall Complex, including a future £6.5m transformation of the



Albert Halls; and plans for a £12m redevelopment of the Octagon Theatre. Further to this, and subject to funding, Bolton aims to provide a new Egyptology gallery in Bolton Museum. Costing an estimated £2m, this development will also open up the full Egyptology collection online, allowing residents and visitors to explore the collection, and use it as a cultural, scientific and educational resource.

In addition to the £10m purpose-built Bolton University Technical College and the £48m development of a new transport interchange, businesses are also investing in the town centre. New developments include the £40m replacement of the University of Bolton's halls of residence with a 750 unit Academic Village; a £6.5m 30,000 sq ft Grade A office development, Bolton Central, located near to the new transport interchange and due to be completed in 2016; a £3m tree-lined and pedestrianised boulevard on Newport Street, linking the new transport interchange with the town centre. In total, the business and local public sector planned investment in the Town Centre redevelopment totals over £140m over the coming few years.

Improving and maintaining transport links with the wider city region – from where most external employment is sourced, and where residents can access new employment opportunities – will be central to Bolton's continued success. Train links with Manchester to the South, Blackburn and Preston to the North, and Southport to the West, provide Bolton with the opportunity to both attract more skilled workers, and to expand the range of job opportunities available to its residents.

Similarly, the four M61 junctions within Bolton, connecting to the M60 and M62, provide local businesses with the opportunity to expand the scope and reach of sales. This is strongly supported by the Logistics North development, creating 4 million sq ft of employment space for manufacturing and logistics businesses. The anchoring of the site with Aldi's regional distribution centre shows the potential opportunity created by this development in attracting large-scale national and international businesses.

Additionally, the investment of £227m into Bolton Innovation Zone will help the borough to capitalise on a key asset: the University of Bolton. Attracting over 11,000 students a year globally, and one of the four main Greater Manchester institutions, the University is a strong asset to both attract and retain talented and skilled individuals

in Bolton. The additional investment in the expansion of the University, alongside the co-location of two colleges and the Bolton One health, leisure and research centre provides an opportunity for Bolton to take advantage of its strong concentration of employment within health and social care. The University's expertise in health and sports, including the Athlete Development Centre, Centre for Research for Health and Wellbeing, and the Sports and Spinal Injury Clinic at Bolton One, is a strong base to build upon. Importantly, there is the opportunity to link to wider health and social care devolution work, supporting local residents and improving healthy life expectancy amongst residents.

Housing within Bolton is diverse, and house prices are amongst the most affordable in the city region. On average, house prices in Bolton are around 4.7 times the average salary, while house prices in Farnworth in 2014 were the most affordable in Greater Manchester. This represents a unique opportunity for the borough. Housing-led developments such as the Horwich Loco Works redevelopment, Rivington Chase, contribute to a relatively affordable housing stock that can be utilised to attract and retain more skilled residents. Mixed with strong connections to the conurbation core and areas across the North West, Bolton can provide a range of relevant accommodation for workers across Greater Manchester.



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Annexe B: Key local documents

List of relevant documents / links including LEA and links to key GM documents

[All Age Skills Strategy for Bolton](#), Bolton Vision

Analysing the value of football to Greater Manchester, Cambridge Econometrics and Sport Industry Research Centre, Sheffield Hallam University, 2013

Bolton Economic Strategy, Bolton Council, 2011

[Bolton Local Economic Assessment](#), New Economy, 2015

[Bolton: Our Vision 2007 - 2017](#), Bolton Vision, 2007

[Bolton: Our Vision 2012 - 2015](#), Bolton Vision, 2012

[Bolton Mills Action Framework Action Plan](#), Bolton Council, 2008

Bolton Visitor Economy Strategy, 2015 – 2018, Bolton Council, 2015

[Church Wharf Masterplan: SPD](#), Bolton Council, 2008

[Greater Manchester Devolution Agreement](#), HM Treasury and GMCA, 2014

[Greater Manchester Health And Social Care Devolution: Memorandum of Understanding](#), AGMA, NHS England and GM Association of CCGs, 2015

[Greater Manchester Strategy](#), AGMA & GMCA, 2013

[Local Development Framework, Bolton's Core Strategy Development Plan Document](#), Bolton Council, 2011

[Merchants Quarter Masterplan: SPD](#), Bolton Council, 2009

[The Former Horwich Loco Works Supplementary Planning Document](#), Bolton Council, 2012

THE BOLTON VAULTS

DRINK @ THE BOLTON VAULTS

SHOP @ THE BOLTON VAULTS

MEET @ THE BOLTON VAULTS

PLAY @ THE BOLTON VAULTS

THE BOLTON VAULTS



EATING

Cafe

BOLTON VAULTS

chilli

coffee

menu

- ghghghghghgh
- ghghghghghgh
- ghghghghghgh
- ghghghghghgh
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