

# Bolton

## VISITOR ECONOMY STRATEGY

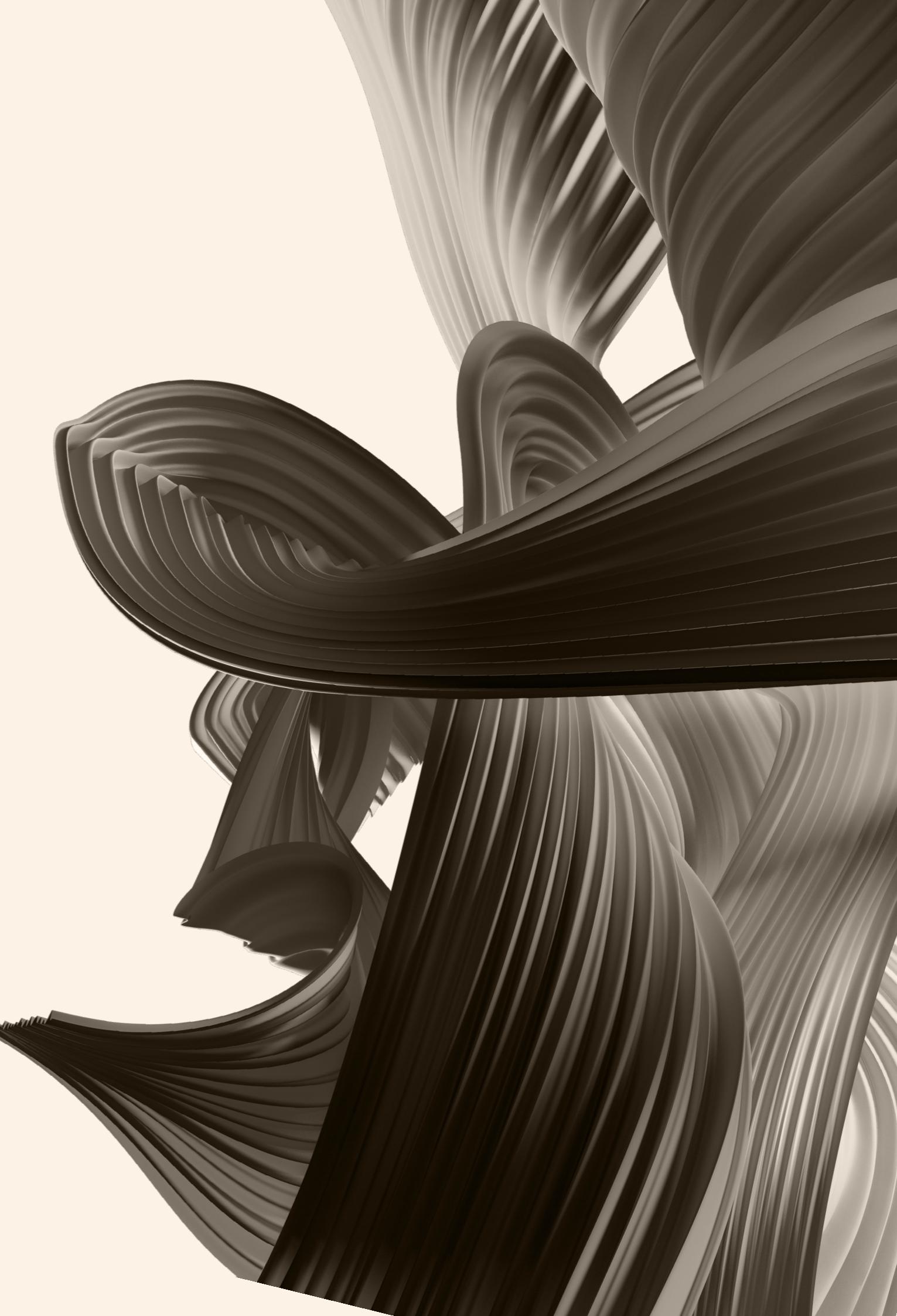
Delivery Plan  
2024-2027

November 2024



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# 01

## Introduction and Purpose



“We all have a part to play in delivering this strategy. And it is down to us all to make sure it is a success. So please play your part, as I know you will, to grow our visitor economy which, in turn, will deliver continuous growth and employment for residents across the borough.”

- Sue Johnson  
Chief Executive  
Bolton Council

**The Bolton Visitor Economy Strategy is one of a series of strategies and programmes that sit underneath the umbrella of the Bolton Vision 2030.**

The Bolton Visitor Economy Strategy 2024-2030 provides a strategic framework for the development of the visitor economy sector in the borough to 2030, setting out a statement of our ambition to position Bolton as an attractive visitor destination, leveraging our assets and opportunities to secure investment, drive visitor footfall and spend, enhance the quality of life of our residents and their positive perceptions and sense of pride in Bolton, and support vitality and growth in our business community.



In a nutshell,  
this means...



### WHAT BOLTON DOES

How the borough operates and the strategies, initiatives and the projects it undertakes



### WHAT BOLTON LOOKS LIKE

Consistent visual identity that will enable people to recognise Bolton and what it stands for



### WHAT BOLTON SOUNDS LIKE

Embedding the Vision and values into key messages about the borough for each of the thematic areas and its target audiences

The strategy sets out the ambition to enhance the visitor offer to maximise the potential of the visitor economy as a driver of economic growth and regeneration framed around six themes for intervention:

#### SIX THEMES FOR INTERVENTION



The Bolton Visitor Economy Strategy is a partnership document, co-produced with Bolton Council leading consultation with stakeholders across the borough, guided by Marketing Manchester in their role as the city region's official Local Visitor Economy Partnership (LVEP) to ensure direct alignment with regional strategy. As such, collaboration lies at the heart of the Strategy and is the foundation of the Delivery Plan.

The Strategy was launched in April 2024 to a wide range of local and regional stakeholders who participated in a workshop aimed at moving the Strategy into delivery through developing the detail of identified actions under each strategy theme. This provided detailed insight into existing activity, views on the proposed actions including barriers and solutions to overcome. In total, 130 stakeholders took part.

The Delivery Plan sets out a collaborative framework for the first three years of the Strategy through which partners and stakeholders can work together to deliver against the vision, the six themes and outcomes put forward in the strategy. This builds on the feedback received through the workshop event and responds to the prevailing policy and governance context.



# 02

## Action Plan

The following action plan focuses on activity in the first three years around each of the six themes of the strategy. This was informed by the Bolton Visitor Economy Strategy Workshop held in April 2024 and further refined through consultation with lead officers and wider stakeholders.

Each theme is considered in turn, recognising existing activity that can be built on and identifying new activity to be developed to improve Bolton's Visitor Economy.

For the purpose of this action plan the following definitions are used:

#### Cost Implication

- Low: <£100k
- Medium: £100-499k
- High: £500k+

#### Building on Existing Activity

Activity	Timeframe	Alignment with VES / Role of VES
Deliver town centre and district centre masterplans and associated projects including: district centre masterplans, wayfinding, lighting and commercialisation of public spaces report	Ongoing	Facilitates diversification and image of town centres to attract footfall and spend  <i>Work in partnership with stakeholders to deliver ambitions</i>
Food and Drink Festival and associated business event	Ongoing	Supports actions aimed at championing local products  <i>Leverage the success of this event to support growth in the food and drink offer of the borough</i>
Strengthen and evolve existing markets i.e. Bolton Market, monthly Artisan Market, Food and Drink Festival, Westhoughton Market	Ongoing	Aligns with establishing and developing themed markets  <i>Enhance and extend existing offer through development of themed markets</i>
Develop a Creative Lighting Strategy for Bolton Town Centre	Year 1	Supports interventions which can make Bolton Town Centre an attractive and safe place to visit  <i>Deliver new welcoming and creative lighting in the town centre</i>
Launch new Visit Bolton website (resource in place to update)	Year 1	Helps to leverage the profile of major attractions  <i>Ensure major attractions secure high visibility and coverage on the new website</i>
Wrapping of prominent buildings and vacant sites during works and use to support events and animation i.e. Town Hall to include projection/Bolton branding, Victoria Square and Civic Centre can provide temporary event space	Year 1	Aligns with utilising empty or underutilised space in town centres to support growth in the visitor economy  <i>Encourages meanwhile use including pop up shops and events</i>
Draft Night Time Economy Framework and Late Night Levy	Year 1	Establish a plan to tackle both perceptions of crime and actual crime in the borough to create a safer feeling when in Bolton  <i>Build upon this Safety Plan and introduction of the Late Night Levy to develop a Night Time Economy Framework to develop the early evening economy in town and district centres, including target groups such as the hospitality sector and the university to ensure the offer caters to various demographics</i>

#### THEME 1: Diversify the Offer and Image of Town Centres



## 3-Year Action Plan

<b>Description</b>	<p><b>1a. Support interventions which make the borough an attractive and safe place to visit</b></p> <p>Encourage and deliver interventions which enhance the image and perception of Bolton as a safe, welcoming and attractive place to visit to ensure town and district centres are attractive to investors, visitors and the people who live and work in the area to support footfall and spend.</p>		<ul style="list-style-type: none"> <li>Consult with new Town Centre Board to explore perceptions vs. reality of safety and image and potential solutions</li> <li>Agree actions for identifying the case for change and scoping interventions in partnership with GM Police</li> <li>Consider highways and road safety</li> <li>Implement the approved Late Night Levy</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>Improve image and perception of Bolton</li> <li>Increase footfall and spend in centres to support vitality</li> <li>Increase repeat visitation and positive experiences</li> </ul>	<b>Cost Implication</b>	<b>Medium – High</b>
<b>How?</b>	<ul style="list-style-type: none"> <li>Activate town centres through diversity of uses to increase footfall and support vitality</li> <li>New CCTV Strategy in development</li> <li>Scope out potential to increase visible policing through street warden schemes</li> <li>Work with partners to tackle other issues contributing to the image / perception of safety in town centres such as homelessness, antisocial behaviour, dangerous driving etc. through identifying mechanisms to increase support to target groups</li> <li>Implement district masterplan recommendations that seek to design out crime, tackle safety issues and improve visitor perceptions</li> </ul>	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Increased visible policing in Bolton</li> <li>Reduction in antisocial behaviour</li> <li>More positive external perception of Bolton</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Town and district centres</li> <li>Target groups (linked to issues associated with homelessness, antisocial behaviour, drugs etc.)</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Increased visitation</li> <li>Increased spend</li> <li>Increased investment</li> <li>Increased GVA</li> </ul>
<b>Partners of interest</b>	<b>Lead:</b> Bolton Council  <b>Support:</b> Greater Manchester Police, VCSE sector, Town Centre Board, Town Councils		
<b>Timeframe for Delivery</b>	<b>Year 1</b>		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Deliver and implement the new creative lighting strategy</li> </ul>		

<b>Description</b>	<p><b>1b. Develop Themed Markets</b></p> <p>Develop the market offer across Bolton to strengthen the draw and appeal to visitors and residents. This will support independent retail, food and beverage, arts and culture, and champion local products. This action builds upon the success of examples such as the National Youth Market held in Bolton.</p>		<ul style="list-style-type: none"> <li>• Differentiate Bolton's offer to extend catchment and market interest</li> <li>• Pilot activity to test vendor and consumer demand</li> <li>• Develop detailed action plan to guide future activity</li> <li>• Ensure appropriate marketing activity for key places</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>• Provides vendors with more opportunities throughout the year outside of major events</li> <li>• Increase footfall in centres, including attracting new visitors</li> <li>• Diversify town centre offer</li> <li>• Independent retail can support local economic growth</li> </ul>	<b>Cost Implication</b>	Low
<b>How?</b>	<ul style="list-style-type: none"> <li>• Consult existing traders/markets on barriers and opportunities for growth</li> <li>• Engage with entrepreneurs and local traders through business intermediaries to test appetite and interest in themed markets</li> <li>• Invest in pop up market infrastructure to facilitate events</li> <li>• Roll out regular market schedule in response to market testing</li> <li>• Structure business support offer to support entrepreneurship and growth including progression to permanent space</li> <li>• Maintain business engagement to support effective collaboration and future events</li> </ul>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>• Increased number of themed markets and number of existing markets offering and championing local products</li> </ul>
		<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>• New market schedule incorporating themed markets</li> <li>• Targeted support deployed to tackle barriers to growth</li> <li>• Increased footfall around markets</li> <li>• New types of visitors attracted</li> </ul>
		<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>• Increased spend</li> <li>• GVA</li> <li>• Jobs</li> <li>• Business start ups</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>• Town and district centres</li> <li>• Focus on retail, food and drink, arts and crafts</li> </ul>		
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Town Centre Board, Growth Hub, District Centre, Town Councils</p>		
<b>Timeframe for Delivery</b>	Year 1		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>• Demand assessment to ascertain trader / business / consumer demand</li> </ul>		

<b>Description</b>	<p>1c. Utilise empty or under-utilised space in town centres to support growth in the visitor economy</p> <p>Pilot activity through meanwhile uses to test demand, diversify the offer and support growth in the visitor economy such as pop up shops, exhibition space, makers markets etc.</p>		<ul style="list-style-type: none"> <li>Develop a meanwhile use strategy to facilitate demand and supply, drawing from good practice elsewhere</li> <li>Leverage existing funding such as Town of Culture; Long Term Plan for Towns; UKSPF to support and pilot meanwhile use</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>Repurpose vacant or under-utilised space with new uses</li> <li>Diversify the town centre offer to drive visitation</li> <li>Promote Bolton and its attractions through wrapping of prominent buildings</li> </ul>	<b>Cost Implication</b>	Medium
<b>How?</b>	<ul style="list-style-type: none"> <li>Align with 'Establish and Develop Themed Markets' and 'Champion Local Products' to support businesses seeking more permanent space on a short term basis</li> <li>Align with existing activity such as wrapping prominent buildings and vacant sites to support events and animation</li> <li>Facilitate pop up shops in vacant buildings through implementing a meanwhile use strategy which considers target sites/spaces, register of interested parties, and provide wrap-around business support and access to funding</li> </ul>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>No. of activities/spaces piloted</li> </ul>
		<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Increased utilisation of central spaces</li> <li>Improved welcome for visitors</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Town and district centres</li> <li>Focus on retail, food and drink, arts and crafts</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Jobs</li> <li>GVA</li> </ul>
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Growth Hub; Chamber of Commerce; Commercial agents</p>		
<b>Timeframe for Delivery</b>	Year 1		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Identify target empty and underutilised space in town centres and ascertain ability to facilitate easy in/out access to support meanwhile use. This could include space in Bolton Council's ownership. Create a database of sites/spaces</li> <li>Create a database of interested parties expressing interest in meanwhile use. This will have a wider reach than the Visitor Economy and involve working with other parts of Council to identify other interested parties such as community groups</li> </ul>		

<span style="color: #C8512E;">Visitor Economy Strategy</span>  <span style="color: #E6A239;">Bolton</span>  <span style="color: #808080;">Action Plan</span>	<b>Description</b> <b>1d. Leverage the Profile of Major Attractions</b> <p>Leverage the profile of major attractions such as the Bolton Museum, Smithills Hall Museum, Octagon Theatre, Bolton Wanderer's Stadium etc. as some of the most visited attractions in Greater Manchester as a platform for raising awareness of a range of Bolton attractions to drive visitation and increase dwell time in the borough.</p>	<b>Next Steps &lt;12 months</b> <ul style="list-style-type: none"> <li>Undertake an audit of major attractions considering the development of a database of key attractions, visitor numbers, seasonality, etc</li> </ul>	<b>Cost Implication</b> <span style="background-color: #80E6AA; color: white; padding: 2px 5px;">Low</span>
	<b>Rationale</b> <ul style="list-style-type: none"> <li>Maximise major attraction assets and raise profile</li> <li>Drive visitation and increase dwell time and spend in the borough</li> <li>Develop the brand of Bolton as a tourist destination and reasons to visit</li> <li>Attract visitors staying in other parts of Greater Manchester</li> </ul>	<b>Action Outputs</b> <ul style="list-style-type: none"> <li>Boost visitor numbers to Bolton's top 5 attractions</li> <li>Increase social media engagement about these attractions</li> </ul>	<b>Medium Term Outcomes</b> <ul style="list-style-type: none"> <li>Increase presence of Bolton attractions online</li> <li>Increased availability of packaged offers, ticketing and experiences</li> </ul>
	<b>Longer Term Impacts</b> <ul style="list-style-type: none"> <li>Increased footfall</li> <li>Increased dwell time in Bolton</li> <li>Increased spend</li> <li>GVA</li> </ul>		
	<b>How?</b> <ul style="list-style-type: none"> <li>Increased visibility of major attractions through the launch of the new Visit Bolton website</li> <li>Work with partners to increase the presence of major attractions on regional and national platforms such as VisitManchester and VisitEngland</li> <li>Facilitate the creation of packaged marketing and entry offers between different attractions within Bolton and Greater Manchester to support the visitation of multiple attractions in the borough and region. This should also be explored with Lancashire</li> <li>Work with transport operators and local hospitality outlets/accommodation providers to develop offers linked to multiple attractions that increase dwell time, footfall and spend in the borough</li> </ul>		
	<b>Targeting of activity</b> <ul style="list-style-type: none"> <li>Major attractions</li> <li>Accommodation, food and drink sector</li> </ul>		
	<b>Partners of interest</b> <b>Lead:</b> Bolton Council  <b>Support:</b> Bolton Hospitality Network, Marketing Manchester, TfGM, Marketing Lancashire, Visit England		
	<b>Timeframe for Delivery</b> Year 2		

<b>Description</b>  <b>1e. Champion Local Products</b>  Raise awareness of the Bolton brand and offer and leverage the success of major events such as the Bolton Food and Drink Festival to create a year-round offer to attract visitors to the borough and spend.	<b>Cost Implication</b>	Low
		<b>Action Outputs</b> <ul style="list-style-type: none"> <li>Develop and launch seasonal events showcasing local products</li> <li>Visitor numbers per event</li> </ul>
	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Marketing campaign launched</li> <li>Increased presence of local independent businesses at markets</li> </ul>
	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Increased dwell time</li> <li>Increased sales of local products</li> <li>Jobs</li> <li>GVA</li> </ul>
	<b>How?</b>	<ul style="list-style-type: none"> <li>Develop a social media campaign focused on local stories championing local products and raise awareness of the Bolton brand and offer including raising awareness on platforms such as Visit Bolton and Visit Manchester</li> <li>Develop a network of local small businesses to support the development of marketing campaigns and encourage sector growth</li> <li>Increase access to stalls for local independent retailers/businesses at major events by tackling current barriers and availability constraints</li> <li>Pop up businesses/specialist markets in town and district centres</li> </ul>
	<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Town and district centres</li> <li>Focus on retail, food and drink, arts and crafts</li> </ul>
	<b>Partners of interest</b>	<b>Lead:</b> Bolton Council  <b>Support:</b> Growth Hub, Chamber of Commerce, Marketing Manchester, VCSE sector
	<b>Timeframe for Delivery</b>	Year 3
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Develop business database of local makers and test appetite for involvement and barriers/opportunities for growth</li> <li>Consider case studies of what works elsewhere that could be applied to Bolton</li> </ul>	

## THEME 2: Secure and Capitalise on Opportunities for Major Investment



### Building on Existing Activity

Activity	Timeframe	Alignment with VES / Role of VES
<b>Hotel Feasibility study to support delivery of Levelling Up Fund (LUF) funded projects</b>	Year 1	Aligned to delivering major investment in Bolton Town Centre through LUF  <i>Support realisation of ambitions to strengthen Bolton town centre as a place to visit</i>
<b>Health Innovation Bolton: 'Northfold' (the Wigan - Bolton Growth Corridor) – strategic corridor intended to facilitate development at scale and drive transformational change.</b>	Year 1	Aligned to ambitions to secure flagship events through aligned investment  <i>Support case for investment in development of sporting and enabling infrastructure</i>  Aligned to Theme 3: Lever Active and Nature Based Tourism  <i>Realising new and improved green spaces</i>  Aligned to Theme 5: Grow Visitor Products and Markets  <i>Sport and recreation as a key theme to supporting tourism and leisure offer</i>  Aligned to Theme 6: Invest in Enabling Activity  <i>Delivering new homes and employment space</i>

## 3-Year Action Plan

Bolton	<p><b>Description</b></p> <p><b>2a. Delivering Major Investment in Bolton Town Centre</b></p> <p>Bring forward the plans for LUF3 £20m with a focus on Market Place and Le Mans Crescent. Implement the redevelopment of Crompton Place, open up access to Bradshawgate and secure a meanwhile use operator.</p>	<p><b>Partners of interest</b></p> <p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Clear Futures, Max Eve/Headland Hospitality, IHG, Moorgarth, Savills, Central Government, Mayoral Development Corporation, Ministry for Housing, Communities and Local Government</p>			
	<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>• Repurpose vacant or under-utilised space with new uses including an enhanced leisure offer and music venue</li> <li>• Diversification of uses in the town centre with increased provision of multi-generational leisure offer, to drive visitation</li> <li>• Upgrading and creating new opportunities for cultural and creative spaces</li> <li>• Establish a new gateway north of the town centre</li> <li>• Enhance access and movement - expanded network of pedestrianised routes, with the provision of new open space</li> <li>• Leverage heritage assets</li> <li>• Increased provision of category A office accommodation</li> <li>• Capitalise on the growing screen-tourism sector including the Bolton Film Festival anchored by the in-town cinema</li> <li>• The flagship redevelopment of Crompton Place is set to attract further private sector investment</li> <li>• Scoping viability of a hotel and serviced apartments</li> </ul>		<p><b>Timeframe for Delivery</b></p> <p>Year 2</p>	<p><b>Next Steps &lt;12 months</b></p> <ul style="list-style-type: none"> <li>• Complete Hotel Feasibility Report and identify preferred options</li> <li>• Confirm funding stack and investor commitment</li> <li>• Produce strategic regeneration plans and policies for Crompton Place</li> <li>• Work with Central Government on funding criteria and investment opportunities</li> <li>• Subject to viability, mobilise project delivery</li> </ul>	
			<p><b>How?</b></p> <ul style="list-style-type: none"> <li>• Complete technical and financial appraisal work associated with viability assessment</li> <li>• Close identified funding gaps</li> <li>• Confirm project delivery options</li> <li>• Advance delivery</li> </ul>	<p><b>Cost Implication</b></p> <p>High</p>	<p><b>Action Outputs</b></p> <ul style="list-style-type: none"> <li>• Improve and refurbish under-utilised heritage and development sites</li> </ul>
			<p><b>Targeting of activity</b></p> <ul style="list-style-type: none"> <li>• Bolton Town Centre</li> <li>• Accommodation/hospitality, leisure, retail, food and beverage sector</li> </ul>	<p><b>Medium Term Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Commence delivery of preferred options</li> </ul>
				<p><b>Longer Term Impacts</b></p>	<ul style="list-style-type: none"> <li>• Improved welcome on arrival for visitors</li> <li>• Increased bed spaces</li> <li>• Increased overnight visitors</li> <li>• Increased sense of local pride</li> <li>• Jobs</li> </ul>

<b>Description</b> 2b. Enhance and increase visitor attraction offer  Secure investment to improve existing attractions such as the Aquarium to realise its potential and support nature and education tourism. Identify opportunities to develop new attractions such as a large music venue to support growth in the night-time economy. This must be done in parallel with enabling investment in safety, travel, accommodation etc.	<b>Cost Implication</b> Low-Medium	<b>Action Outputs</b> <ul style="list-style-type: none"> <li>• No. of feasibility assessments completed</li> <li>• Uplift in night-time economy footfall</li> </ul> <b>Medium Term Outcomes</b> <ul style="list-style-type: none"> <li>• New music venue scoped and business case developed</li> </ul> <b>Longer Term Impacts</b> <ul style="list-style-type: none"> <li>• Investment secured</li> <li>• Jobs</li> <li>• Increased footfall</li> </ul>
	<b>Rationale</b> <ul style="list-style-type: none"> <li>• Drive visitation, footfall and spend</li> <li>• Raise the profile of Bolton as a visitor destination</li> <li>• Support growth in the culture and leisure sector</li> <li>• Encourage pride in place and quality of life offer</li> </ul>	
	<b>How?</b> <ul style="list-style-type: none"> <li>• Undertake technical work to support feasibility including design/cost work and options assessment at the Aquarium</li> <li>• Undertake feasibility assessment of the potential for a dedicated music performance venue in Bolton and scope options for consideration</li> <li>• Case making and business case support to secure funding including Place Partnership Bid focused on music development</li> </ul>	
	<b>Targeting of activity</b> <ul style="list-style-type: none"> <li>• Music tourism</li> </ul>	
	<b>Partners of interest</b> <b>Lead:</b> Bolton Council  <b>Support:</b> DCMS, HLF, Marketing Manchester	
	<b>Timeframe for Delivery</b> Year 2 – 3	
	<b>Next Steps &lt;12 months</b> <ul style="list-style-type: none"> <li>• Develop scope(s) for feasibility studies and associated technical work</li> <li>• Secure funding to undertake feasibility assessment</li> </ul>	

<b>Description</b>	<p><b>2c. Development of a Night-time Economy Framework</b></p> <p>This framework will be developed to create a night-time economy led town centre and high street regeneration. The framework will provide a focus on safety, environment, events, diversity, business engagement, development and attraction, marketing, brand and reputation.</p>	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Increased business engagement in improvement activities</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>Drive visitation, footfall and spend</li> <li>Facilitate high street recovery and diversification</li> <li>Support growth in the creative, cultural and night time economy</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Increased sense of local pride</li> <li>Enhanced visitor experience and satisfaction</li> <li>Increased awareness and improved image of borough</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Work with GMCA to consider the opportunity to be involved in creative improvement district initiatives</li> <li>Strengthen business networks and relationships to support improvement activities</li> <li>Align activities to increase success and impact, i.e. Meanwhile Use, Themed Markets, Town of Culture</li> <li>Learn from other night-time economy initiatives elsewhere in GM</li> <li>Take on board recommendations and seek to implement</li> </ul>		
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Creative, cultural and night-time economy sector</li> </ul>		
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council, Town Centre Management</p> <p><b>Support:</b> GMCA</p>		
<b>Timeframe for Delivery</b>	Year 2		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Develop a night-time framework which will include the review of a Creative Improvement District Programme</li> </ul>		
<b>Cost Implication</b>	Low		
<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>Increase number of jobs in Bolton's night-time economy</li> <li>Increase number of businesses in Bolton's night-time economy</li> <li>Uplift in night-time economy footfall</li> </ul>		

<p><b>Description</b></p> <p>2d. Secure Flagship Events</p> <p>Realise the ambition to secure the Ryder Cup at Hulton Park in 2035 through the proposed investment in a new international championship golf course and venue, placing Bolton in the global spotlight by hosting the world's premier golf event and enhance the perception and profile of Bolton on a world stage.</p>		<p><b>Support:</b> Bolton Council, Marketing Manchester, MIDAS, GMCA, DP World Tour, UK Sport / DCMS / MHCLG (cross party), DBT, key investors and strategic partners</p>
	<p><b>Timeframe for Delivery</b></p>	<p>Year 3</p>
	<p><b>Next Steps &lt;12 months</b></p>	<ul style="list-style-type: none"> <li>Continue to support the bid being led by Peel</li> <li>Develop a communications plan to gain local support</li> <li>Develop a compelling golf investment proposition for GM to position Bolton/GM as the UK home of golf with Hulton Park as the centre piece</li> <li>Support with project delivery/infrastructure and building the legacy impact case</li> <li>Regular dialogue with lead and support partners</li> <li>Focus on facilitation and strategies that need to be put in place</li> </ul>
	<p><b>Cost Implication</b></p>	<p>High</p>
	<p><b>Action Outputs</b></p>	<ul style="list-style-type: none"> <li>Form a dedicated Ryder Cup bid committee</li> <li>Develop a business case and support given to particular aspects of the project to secure the 2035 Ryder Cup</li> </ul>
	<p><b>Medium Term Outcomes</b></p>	<ul style="list-style-type: none"> <li>Successful submission of the Ryder Cup bid</li> <li>Increased media coverage of Bolton's golfing facilities</li> <li>Development of supporting infrastructure for the event</li> </ul>
	<p><b>Longer Term Impacts</b></p>	<ul style="list-style-type: none"> <li>Hosting of the Ryder Cup in 2035 and other golf events</li> <li>Significant boost to Bolton's international profile</li> <li>Sustainable increase in golf tourism in the region</li> </ul>
<p><b>Targeting of activity</b></p>	<ul style="list-style-type: none"> <li>Hulton Park</li> <li>Sport tourism</li> </ul>	
<p><b>Partners of interest</b></p>	<p><b>Lead:</b> Peel Land &amp; Property</p>	

### THEME 3: Lever Active and Nature Based Tourism



#### Building on Existing Activity

Activity	Timeframe	Alignment with VES / Role of VES
Complete planned improvements to the Bee Network to deliver the UK's largest cycling and walking network within GM	Year 1	<p>Lever active and nature based tourism</p> <p><i>Communicate green transport options to residents and visitors through targeted marketing campaigns</i></p>
Refurbishment of Rock Hall	Year 2	<p>Capitalises on opportunity to develop heritage and natural assets to support growth in active and adventure tourism</p> <p><i>Support realisation of Rock Hall as a multi-use community hub with the potential to support active and adventure tourism</i></p>

## 3-Year Action Plan

Description	<p><b>3a. Develop Digital Walking Tours</b></p> <p>Secure investment to facilitate a series of digital tours encompassing filming locations, natural capital and heritage assets such as historic houses and heritage centres.</p>	Longer Term Impacts	<ul style="list-style-type: none"> <li>Increased sense of local pride</li> <li>Increased awareness of attractions</li> <li>Increase in marketing reach/impressions</li> <li>Increased footfall</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>Drive visitation, footfall and spend</li> <li>Increase the profile of Bolton leveraging key assets</li> <li>Diversify the visitor offer</li> <li>Support health and wellbeing</li> <li>Nurture pride in place</li> </ul>		
How?	<ul style="list-style-type: none"> <li>Work with the University of Bolton to explore opportunities for the development of a digital heritage map of the town</li> <li>Explore funding options such as UKSPF to develop digital walking tours</li> <li>Develop initial tours</li> <li>Evaluate success</li> <li>Secure further investment to support roll out</li> </ul>		
Targeting of activity	<ul style="list-style-type: none"> <li>Borough wide targeting natural and historic assets</li> </ul>		
Partners of interest	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Bolton Hospitality Network, Marketing Manchester</p>		
Timeframe for Delivery	Year 1		
Next Steps <12 months	<ul style="list-style-type: none"> <li>Secure UKSPF investment to deliver initial digital walking tours to pilot approach and success</li> </ul>		
Cost Implication	Low		
Action Outputs	<ul style="list-style-type: none"> <li>No. of Digital Walking Tours (Length in km)</li> </ul>		
Medium Term Outcomes	<ul style="list-style-type: none"> <li>Investment secured</li> <li>Digital walking tours produced</li> </ul>		

Visitor Economy Strategy	<p><b>Description</b></p> <p><b>3b. Scoping and Packaging the Active and Nature Based Tourism Offer</b></p> <p>Scoping and packaging the offer to encompass sporting infrastructure such as the Bolton Arena, Bolton Wanderers' Stadium; green space such as Rivington Pike and access to the West Pennine Moors, Moses Gate Country Park, The Hive at Moss Bank Park, Queens Park, Hall i'th Wood, Smithills Hall and Smithills Open Farm, heritage walking trails with destinations such as Barrow Bridge Village, Curley's Dining and Fisheries, proposed outdoor events at Rock Hall etc.</p>		<ul style="list-style-type: none"> <li>Summarise key finding and recommendations for product development</li> <li>Secure resources and collaborators</li> </ul>
	<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>Drive visitation, footfall and spend</li> <li>Increase the profile of Bolton leveraging key assets</li> <li>Diversify the visitor offer</li> <li>Support health and wellbeing</li> <li>Increase access to green space</li> <li>Leverage heritage and sport tourism</li> <li>Nurture pride in place</li> </ul>	Cost Implication	Low
			<p><b>Action Outputs</b></p> <ul style="list-style-type: none"> <li>Conduct a comprehensive audit of Bolton's active and nature-based tourism assets</li> </ul>
		Medium Term Outcomes	<ul style="list-style-type: none"> <li>Increased number of quality bookable experiences in the borough</li> <li>Increased number of packaged multi-attraction or transport/attraction deals</li> <li>Increased marketing reach/impressions</li> </ul>
			<p><b>Longer Term Impacts</b></p> <ul style="list-style-type: none"> <li>Increased footfall to natural assets</li> </ul>
	<p><b>How?</b></p> <ul style="list-style-type: none"> <li>Consider existing offer given to visitors and opportunities to improve this and capture increased spend through joint working</li> <li>Strengthen relationships with venues and attractions across the borough to support cross-promotion and packaged/marketed activity</li> <li>Work with transport operators to influence offers and marketing around active and nature based tourism to increase accessibility and visitation</li> </ul>		
	<p><b>Targeting of activity</b></p> <ul style="list-style-type: none"> <li>Borough wide targeting natural, sporting and historic assets</li> </ul>		
	<p><b>Partners of interest</b></p> <p>Lead: Bolton Council</p> <p>Support: Operators, Bolton Hospitality Network, Marketing Manchester, TfGM</p>		
Action Plan	<p><b>Timeframe for Delivery</b></p> <p>Year 1</p>		
	<p><b>Next Steps &lt;12 months</b></p> <ul style="list-style-type: none"> <li>Map and audit opportunities for packaged activity</li> </ul>		

<b>Description</b>	<p><b>3c. Secure Major Sports Events and Capture Spend</b></p> <p>Maximise the presence of sports infrastructure including Bolton Arena and Bolton Wanderers' Stadium to secure major events and capture spend within the borough through joining up enabling infrastructure such as accommodation and food and drink.</p>		<ul style="list-style-type: none"> <li>Horizon scanning for opportunities to position Bolton as a location for major sports events through lobbying and profile raising</li> <li>Comparator and competitor analysis to consider positioning</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>Drive visitation, footfall and spend</li> <li>Increase the profile of Bolton leveraging key assets</li> <li>Diversify the visitor offer</li> <li>Grow sport tourism</li> <li>Nurture pride in place</li> </ul>	<b>Cost Implication</b>	Low - Medium
<b>How?</b>	<ul style="list-style-type: none"> <li>Curate product and package offer</li> <li>Strengthen relationships with venues and attractions across the borough through networking and a forum for collaboration</li> <li>Develop materials to support cross-promotion and packaged marketing activity</li> <li>Maximise leisure and sporting facilities contracts through review to ensure best value and opportunities are being realised and needs are being met</li> </ul>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>Establish a sports event bidding team</li> <li>Develop a portfolio of Bolton's sports hosting capabilities</li> <li>Create partnerships with local accommodation and food and drink providers</li> </ul>
		<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Successful bids for major sports events</li> <li>Increased occupancy rates in local accommodations during events</li> <li>Growth in food and drink revenue during sports events</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Major sporting assets</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Recognition of Bolton as a major sports event destination</li> <li>Sustained growth in the local hospitality sector</li> <li>Enhanced sports infrastructure benefiting both visitors and residents</li> </ul>
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Bolton Wanderers FC, Operators, Marketing Manchester, TfGM, DCMS, Sport England, Town Councils</p>		
<b>Timeframe for Delivery</b>	Year 2		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Draw on economic impact studies of major events and sector growth prospects to raise awareness of opportunities for growth through collaboration between operators/investors, accommodation/food and drink providers</li> <li>Identify mechanisms for facilitating networking and collaboration</li> </ul>		

## THEME 4: Enhance the Cultural and Major Events Strategy



### Building on Existing Activity

Activity	Timeframe	Alignment with VES / Role of VES
Implement the UKSPF Investment Plan Communities & Place funded interventions including Light Up Bolton, Film Office, Visit Bolton, Events Infrastructure, Clean and Green Bolton, Creative Bolton, Wayfinding strategy	Year 1	<p>Enhance the cultural offer and events strategy through enabling infrastructure</p> <p><i>Leverage presence of new and improved public spaces and amenities, new and improved cultural venues and programmes, and enabling infrastructure such as events infrastructure to support the visitor economy</i></p>
Deliver the programme of new events funded by GM Town of Culture Status in Bolton	Year 1	<p>Deliver a year-long programme of cultural events and activities celebrating Bolton's heritage</p> <p><i>Put a spotlight on arts, culture and heritage in Bolton and build capacity, resources and experience in the borough</i></p>
Secure business involvement in the Greater Manchester Visitor Economy Accelerator	Year 1	<p>Foster growth and increase collaboration within the tourism and hospitality sector in Bolton</p> <p><i>Encourage business participation in networking and business support to support scale up and growth in the visitor economy</i></p>
Roll out of the Community Alliance Initiative	Ongoing	<p>Extend capacity for delivery</p> <p><i>Create capacity and appetite amongst local residents, voluntary groups and businesses to help deliver cultural projects. This should include Cultural Network - creative practitioner representatives and Community Alliances to represent residents</i></p>

## 3-Year Action Plan

Description	<p><b>4a: Animate Town Centres</b></p> <p>Hold more frequent cultural events and festivals in town centre venues and outdoor spaces to drive footfall and spend. Food, festivals and events provide a positive means to support community cohesion and attract interest from wider audiences.</p>	Cost Implication	Low
Rationale	<ul style="list-style-type: none"> <li>Leverage diversity of Bolton's population to support multi-cultural tourism</li> <li>Retain spend within Bolton by providing an offer that meets community needs</li> <li>Increase dwell time</li> <li>Support community cohesion and identity</li> </ul>	Action Outputs	<ul style="list-style-type: none"> <li>Develop a calendar of cultural events and festivals for the year</li> <li>Identify and prepare key town centre venues and outdoor spaces for events</li> <li>Create a local business engagement program for event participation</li> </ul>
How?	<ul style="list-style-type: none"> <li>Work with partners to develop opportunities for local businesses to participate in town centre events</li> <li>Consult with VCFSE sector to explore areas of interest and community demand for events and festivals</li> <li>Develop annual town and district centre events programmes</li> </ul>	Medium Term Outcomes	<ul style="list-style-type: none"> <li>Increased frequency and diversity of events in town centres</li> <li>Growth in footfall and dwell time in town centres during events</li> <li>Increased revenue for local businesses during event periods</li> </ul>
Targeting of activity	<ul style="list-style-type: none"> <li>Town and District Centres</li> </ul>	Longer Term Impacts	<ul style="list-style-type: none"> <li>Revitalisation of town centres as cultural and community hubs</li> <li>Sustainable increase in town centre economic activity</li> <li>Enhanced community cohesion and local pride</li> </ul>
Partners of interest	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Private sector, VCFSE sector, Bolton Hospitality Network, Town Councils</p>		
Timeframe for Delivery	Year 1		
Next Steps <12 months	<ul style="list-style-type: none"> <li>Secure capacity funding to develop VCFSE sector to support growth in cultural sector</li> <li>Promote Bolton GM VE Accelerator Programme to raise awareness</li> <li>Maximise profile of GM Town of Culture to pilot events and facilitate sustainability</li> <li>Leverage sources of funding such as UKSPF and Long Term Plan for Towns to pilot festivals and events</li> <li>Secure designation as part of the Cultural Compacts Initiative and develop Place Partnership Bid</li> </ul>		

Description	<p><b>4b: Create a Cultural Events Programme</b></p> <p>Build upon the success of existing annual events and create a Cultural Events Programme offering a balanced programme of large-scale and community-based events throughout the year. This will include developing and diversifying content of existing major events to drive increased impact and maximise profile.</p>	Next Steps <12 months	<ul style="list-style-type: none"> <li>Establish central shared calendar of events and establish mechanisms for continuous updating</li> <li>Build capacity, resources and experience in the cultural sector through participation in Town of Culture initiative</li> <li>Secure ongoing capacity funding to develop VCSE sector to support growth in cultural sector</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>Make best use of public funding to drive economic impact through prioritising major events</li> <li>Create capacity in the VCSE sector to deliver</li> <li>Drive footfall and spend throughout the year</li> <li>Increase profile of Bolton</li> </ul>	Cost Implication	Low
How?	<ul style="list-style-type: none"> <li>Work with venues to create a central calendar of events that is continuously updated to avoid scheduling conflicts</li> <li>Work with Cultural and VCSE sector to support development of creative and community based events</li> <li>Work with partners to capitalise on the awareness of major events to scale visitor impact</li> <li>Work with GM, wider regional and national partners to promote major events to international audiences</li> <li>Capitalise on Bolton's place within GM and integrate cultural events</li> <li>Work with local businesses and enabling infrastructure to extend visitation periods around major events</li> <li>Emphasise the unique Bolton Film Festival as a key moment in the cultural calendar for the district</li> </ul>	Action Outputs	<ul style="list-style-type: none"> <li>Form a cultural events planning committee</li> <li>Develop a balanced annual program of large-scale and community events</li> <li>Create marketing strategies for each major event</li> </ul>
		Medium Term Outcomes	<ul style="list-style-type: none"> <li>Successful execution of the new cultural events program</li> <li>Increased attendance and participation in cultural events</li> </ul>
Targeting of activity	<ul style="list-style-type: none"> <li>Arts and cultural sector</li> <li>Borough-wide</li> <li>VCSE sector; private sector</li> </ul>	Longer Term Impacts	<ul style="list-style-type: none"> <li>Establishment of signature cultural events unique to Bolton</li> <li>Sustainable growth in cultural tourism</li> <li>Increased resident engagement with cultural assets</li> </ul>
Partners of interest	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Bolton Culture Compact, Marketing Manchester, VCSE sector</p>		
Timeframe for Delivery	Ongoing		

Description	<p><b>4c: Maximise Presence of International Events within GM</b></p> <p>Work closely with Marketing Manchester and wider organisations to maximise opportunities created by international events to capture opportunities for hosting in Bolton and secure a legacy from participation. This includes lobbying and raising the profile of Bolton among decision-makers and proactively identifying opportunities which align strongly with Bolton's offer and assets.</p>	Cost Implication	High
Rationale	<ul style="list-style-type: none"> <li>• Leverage Bolton's strategic position within Greater Manchester</li> <li>• Secure international profile, visitation and spend in Bolton</li> </ul>	Action Outputs	<ul style="list-style-type: none"> <li>• Establish regular communication channels with Marketing Manchester</li> <li>• Create a task force to identify and pursue international event opportunities</li> <li>• Develop a Bolton-specific pitch for international event hosting</li> </ul>
How?	<ul style="list-style-type: none"> <li>• Work with partners to develop enabling infrastructure for major events, including facilitating improved accommodation offer and night-time economy provision</li> <li>• Work with Marketing Manchester and wider partners to raise the profile of Bolton amongst decision makers, including targeting specific international events through bids and lobbying</li> <li>• Work with Marketing Manchester and other regional partners to capitalise on international events being held elsewhere in GM with the aim of increasing visitation to Bolton</li> </ul>	Medium Term Outcomes	<ul style="list-style-type: none"> <li>• Successful hosting of international events</li> <li>• Development of event-related skills and capabilities in the local workforce</li> </ul>
Targeting of activity	<ul style="list-style-type: none"> <li>• Leverage key assets including sporting infrastructure and strategic transport network</li> </ul>	Longer Term Impacts	<ul style="list-style-type: none"> <li>• Recognition of Bolton as a key player in Greater Manchester's international events scene</li> <li>• Enhanced global profile of Bolton</li> </ul>
Partners of interest	<p><b>Lead:</b> Marketing Manchester</p> <p><b>Support:</b> Bolton Council, TfGM, DCMS, Visit Britain, venues, accommodation providers, food and beverage providers</p>		
Timeframe for Delivery	Ongoing		
Next Steps <12 months	<ul style="list-style-type: none"> <li>• Elevate profile and appetite for international events with Marketing Manchester</li> <li>• Develop a targeted action plan in partnership with Marketing Manchester to identify opportunities, strategic positioning, and mitigate barriers</li> <li>• Develop relationship with UK Sport and DCMS</li> </ul>		

<b>Description</b>  <b>Rationale</b>  <b>How?</b>  <b>Targeting of activity</b>  <b>Partners of interest</b>  <b>Timeframe for Delivery</b>  <b>Next Steps &lt;12 months</b>  <b>Cost Implication</b>  <b>Action Outputs</b>	<p><b>4d: Widening Participation in Cultural Venues and Events</b></p> <p>Provide a participatory programme to support equality, diversity and inclusion in cultural venues and events, enhancing and growing instances where this is already happening.</p>	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Increased participation from diverse communities in cultural events</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance accessibility to existing and new events to support inclusion</li> <li>Increase visitation</li> <li>Enhanced sense of pride and place</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>A more inclusive and representative cultural scene in Bolton</li> <li>Enhanced community cohesion through shared cultural experiences</li> </ul>
	<ul style="list-style-type: none"> <li>Work with venues to ensure they are accessible to all, catering to all faiths, abilities and access needs</li> <li>Ensure accessibility is central to event strategy to support an inclusive offer</li> </ul>		
	<ul style="list-style-type: none"> <li>Cultural venues and events</li> </ul>		
	<b>Lead:</b> Venues / Event Operators  <b>Support:</b> Bolton Council, Business Bolton		
	<b>Year 2</b>		
	<ul style="list-style-type: none"> <li>Identify current accessibility limitations of existing venues and events</li> </ul>		
	<b>Low</b>		
	<ul style="list-style-type: none"> <li>Complete diversity audit of current cultural participation</li> <li>Develop a number of targeted outreach programme for underrepresented communities</li> <li>Create inclusive marketing materials and channels</li> </ul>		

## THEME 5: Grow Visitor Products and Markets



### Building on Existing Activity

Activity	Timeframe	Alignment to VES / Role of VES
<b>Feasibility of Bolton Film Office</b>	Year 1	<p>Growing visitor products and markets</p> <p><i>If feasibility is proven, establish a film office partnership to act as a central hub for filming opportunities, raise the profile of Bolton as a destination for film, support the Bolton Film Festival, and promote skills development and grassroots activity in the sector</i></p>
<b>Delivering Le Mans Crescent &amp; Conference Centre through Levelling Up Funding including conversion into a hotel, provision of new conference space and provision of a technical/screen operation room to broadcast major events</b>	Year 2	<p>Growing products and markets; investing in enabling activity</p> <p><i>Leveraging planned investment to secure match funding, extend events and drive footfall and spend in Bolton town centre</i></p>
<b>Delivering the Reimagined Market Place including the redevelopment of the former Debenhams unit to provide new leisure space</b>	Year 2	<p>Attract more visitors and increase footfall through a diverse town centre offer including sport and leisure</p> <p><i>Facilitating a culture-led regeneration of the town centre with new opportunities including music venues and sports facilities</i></p>

## 3-Year Action Plan

Description	<p><b>5a: Business Tourism Scoping Study</b></p> <p>Work closely with major employers to identify the potential for business tourism in Bolton and the current barriers to realising potential. This will leverage existing assets to identify the scope for increased accommodation and conference activity to meet business need.</p>	Next Steps <12 months	<ul style="list-style-type: none"> <li>Develop study brief for feasibility study and secure funding</li> <li>Test market appetite and interest with major employers including University of Bolton</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>Leverage strategic location within GM including proximity to airport and Manchester city centre</li> <li>Maximise presence of anchor employers including the University of Bolton to attract national and international visitors, including friends and family and researchers</li> <li>Leverage spend from visiting friends and relatives market</li> <li>Develop enabling infrastructure (accommodation, conference facilities) to support growth in the visitor economy</li> </ul>	Cost Implication	Low
How?	<ul style="list-style-type: none"> <li>Feasibility study considering demand and supply of business tourism in the borough, current challenges and opportunities for growth</li> <li>Develop and consult a business tourism forum including hoteliers, restaurants and major businesses to consider areas for collaboration</li> <li>Develop specific products that can be marketed to business tourists to increase stay duration and spend in Bolton</li> <li>Work with wider partners to promote business tourism opportunities</li> </ul>	Action Outputs	<ul style="list-style-type: none"> <li>Establish a working group with major employers</li> <li>Conduct a comprehensive survey of business tourism needs and barriers</li> </ul>
Targeting of activity	<ul style="list-style-type: none"> <li>Anchor employers; accommodation, food and drink sector</li> </ul>	Medium Term Outcomes	<ul style="list-style-type: none"> <li>Identification of key opportunities for business tourism growth</li> <li>Development of targeted strategies to address current barriers</li> <li>Increased engagement with local businesses on tourism potential</li> </ul>
Partners of interest	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> University of Bolton, Bolton Hospitality Network, Marketing Manchester, TfGM, BWFC</p>	Longer Term Impacts	<ul style="list-style-type: none"> <li>Significant growth in business tourism visits to Bolton</li> <li>Enhanced reputation of Bolton as a business-friendly destination</li> <li>Increased investment in accommodation and conference facilities</li> </ul>
Timeframe for Delivery	Year 3		

<b>Description</b>	<p><b>5b: Build Music Tourism Offer</b></p> <p>Leverage the presence of potential existing music venues including The Albert Halls and Bolton Wanderers Stadium to leverage proximity to Manchester's established music scene and secure regular and high profile music events to build the music tourism offer. This will be done while simultaneously building grassroots music offer locally (including the early evening night time music offer in bars/pubs in town and district centres) and enhancing enabling infrastructure such as accommodation and transport.</p>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>Conduct an audit of existing music venues and their capacities</li> <li>Develop partnerships with music promoters and event organisers</li> <li>Create a marketing strategy to position Bolton within the wider Manchester music scene</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>Leverage existing assets to maximise location within GM</li> <li>Diversify visitor economy to build on existing assets and opportunities for growth</li> <li>Diversify town centre offer, drive footfall and build night-time economy</li> </ul>	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Increased number of high-profile music events in Bolton</li> <li>Growth in visitor numbers attending music events</li> <li>Enhanced reputation of Bolton's music venues</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Collaborate with venues to plan for attraction of music events and deliver supporting infrastructure</li> <li>Work with partners such as Marketing Manchester to prepare for and promote major music events</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Establishment of Bolton as a key player in the regional music scene</li> <li>Sustainable growth in music-related tourism</li> <li>Development of a thriving local music industry ecosystem</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Existing and new venues</li> <li>Town and district centres</li> </ul>		
<b>Partners of interest</b>	<p><b>Lead:</b> Venue owners and operators</p> <p><b>Support:</b> Bolton Council, Bolton Hospitality Network, Marketing Manchester, TfGM, ACE</p>		
<b>Timeframe for Delivery</b>	Year 1		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Scope out market interest in targeting music events with venue owners and operators and wider stakeholders</li> <li>Amplify existing music events and identify opportunities for new music events i.e. Bolton Festival of Music weekend at Bolton Wanderers Football Club</li> <li>Develop Place Partnership Bid for music development</li> </ul>		
<b>Cost Implication</b>	Medium		

<b>Description</b>	<p><b>5c: Family Friendly Portfolio</b></p> <p>Set the ambition for Bolton to be the most family friendly destination in Greater Manchester and secure investment to attract and develop a portfolio of family friendly attractions, building on the existing offer secure existing investment, attract new investment, and develop effective promotion for the target market.</p>	<b>Cost Implication</b>	Low
<b>Rationale</b>	<ul style="list-style-type: none"> <li>• Leverage existing assets to maximise location within GM including connectivity</li> <li>• Drive visitation from across the city region</li> <li>• Provide a clearly understood offer to target markets (families)</li> <li>• Diversify visitor economy to build on existing assets and opportunities for growth</li> </ul>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>• Conduct a review of existing family-friendly attractions</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Assess current offer targeting family market</li> <li>• Leverage existing credentials i.e. Bolton Wanderers Family Excellence Status with the silver award granted by the EFL</li> <li>• Undertake competitor analysis</li> <li>• Market positioning to identify Bolton's USPs and collective offer</li> <li>• Identify barriers to growth and develop action plan</li> <li>• Alignment with Library Museum Service and Marketing Communications &amp; Commercial Development activity</li> </ul>	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>• Increased investment in family-friendly attractions</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>• Existing and planned visitor attractions</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>• Growth in family visitor numbers</li> </ul>
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Bolton Hospitality Network, Marketing Manchester, TfGM</p>		
<b>Timeframe for Delivery</b>	Year 3		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>• Align action with Cultural Strategy and Transport Strategy activity</li> <li>• Raise awareness and interest in market opportunity amongst existing visitor attractions and stakeholders</li> <li>• Roll out family friendly promotion and offer</li> </ul>		

## THEME 6:

### Invest in Enabling Activity



#### Building on Existing Activity

Activity	Timeframe	Alignment to VES / Role of VES
<b>Launch 'Brand Bolton' and continued delivery of Brand Bolton Initiatives to provide a strong narrative of Bolton as a place to live, work, study, visit and invest</b>	Year 1	Provide a strong overall narrative for Bolton and clear and coherent place identity  <i>Leverage use of Brand Bolton to improve and enhance visitor perception to drive visitation</i>
<b>Strengthen presence on the LVEP for Greater Manchester</b>	Year 1	Raise profile and promote Bolton's offer as a visitor destination  <i>Work closely with Marketing Manchester to deliver marketing and promotion of Bolton appropriately differentiated to increase profile and offer; participate in sub-regional forums to ensure Bolton's voice is heard</i>
<b>Implement the Cultural Strategy including strengthening and diversifying the Bolton Cultural Partnership</b>	Ongoing	Diversify for the offer of Bolton as a visitor destination  <i>Enable the delivery of key cultural projects and support growth in the visitor economy</i>
<b>Delivering the GM Local Skills Improvement Plan which includes a sector focus on creative, culture and sport</b>	Year 1 and 2	Attract and retain talent to fuel growth in the visitor economy  <i>Close working with employers to understand skills needs and challenges, work with providers and local partners to meet skills needs</i>

## 3-Year Action Plan

Description	<p><b>6a. Bolton Visitor Economy Partnership</b></p> <p>Provide oversight and scrutiny of the Visitor Economy Strategy and Delivery Plan, as well as providing a consultation mechanism for policies and projects that will deliver against VES objectives.</p>		<ul style="list-style-type: none"> <li>Improved coordination among stakeholders in the visitor economy</li> <li>More responsive and agile policy-making for the visitor economy</li> <li>More resilient and adaptable visitor economy sector</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>Provide a representative partnership to provide governance and oversight to support momentum and delivery</li> </ul>	Longer Term Impacts	
How?	<ul style="list-style-type: none"> <li>Establish a Bolton Visitor Economy Partnership (VEP)</li> <li>Meet at least 6-monthly to update on actions and review progress of the delivery plan</li> <li>Report into Council governance structures on an annual basis against KPIs</li> </ul>		
Targeting of activity	<ul style="list-style-type: none"> <li>Borough-wide</li> </ul>		
Partners of interest	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Members, Marketing Manchester, attractions, business and third sector representatives</p>		
Timeframe for Delivery	Year 1		
Next Steps <12 months	<ul style="list-style-type: none"> <li>Identify target board members to provide representative coverage of the VE sector in Bolton</li> <li>Hold inaugural meeting and establish Terms of Reference</li> <li>Seek representation on the GM LVEP Board to ensure sub-regional alignment</li> </ul>		
Cost Implication	Low		
Action Outputs	<ul style="list-style-type: none"> <li>Bolton VEP established</li> </ul>		
Medium Term Outcomes	<ul style="list-style-type: none"> <li>Effective oversight and scrutiny of the Visitor Economy Strategy</li> </ul>		

<b>Description</b>	<p><b>6b. Facilitate Town Centre Partnerships</b></p> <p>Bring together the public and private sector to plan and invest in town and district centres to drive footfall, spend and vibrancy.</p>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>Identify key public and private sector stakeholders for each town centre</li> <li>Organise initial partnership meetings for each town centre</li> <li>Develop action plans for each town centre partnership</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>Provide a forum for key organisations to have a say in how town centres are shaped, developed and contribute to their future</li> <li>Support town centre diversification</li> <li>Increase footfall, opportunity and spend</li> </ul>	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Increased collaboration between public and private sectors</li> <li>Implementation of targeted initiatives to boost footfall and spend</li> <li>Improved vibrancy and attractiveness of town centres</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Develop an Economic Alliance to bring the public and private sector together and effectively plan for investment and growth in town centres ensuring alignment with our Economic Growth and Resilience Plan</li> <li>Establish a Mayoral Development Corporation (MDC) with a focus on town centre regeneration, encouraging businesses back into the centre, reducing shop vacancy rates, building new, high-quality housing, and creating a place where people will aspire to live, work and visit</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Revitalised and thriving town centres</li> <li>Sustainable growth in local businesses</li> <li>Enhanced community pride and cohesion</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Town and district centres</li> <li>Retail, accommodation, food and beverage, culture and leisure sectors</li> </ul>		
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Town centre occupiers and investors</p>		
<b>Timeframe for Delivery</b>	Year 1		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Hold inaugural meeting of the Economic Alliance and establish Terms of Reference</li> <li>Establish red line boundary and associated 'business case' for Mayoral Development Corporation and undertake consultation in conjunction with GMCA</li> <li>Identify interest in establishing town/district centre partnerships being mindful of MDC activity underway</li> </ul>		
<b>Cost Implication</b>	Low		

Visitor Economy Strategy	<b>Description</b>	6c. Develop a Place Partnership Bid  Develop a targeted Place Partnership bid and associated Expression of Interest to realise the potential of Cultural Communities and Creative People in Bolton through securing funding.	<b>Cost Implication</b>	Low
	<b>Rationale</b>	<ul style="list-style-type: none"> <li>• Create a step change in the provision of cultural / creative provision in Bolton</li> <li>• Create opportunities for children and young people to experience and engage with cultural and creative activity</li> <li>• Improve creative and cultural education for children and young people</li> <li>• Improve health and wellbeing through creative and cultural activity</li> <li>• Build skills and capacity in the cultural sector and grow its economic impact</li> </ul>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>• Bid development team formed</li> </ul>
	<b>Medium Term Outcomes</b>		<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>• Conduct community consultations to inform the bid</li> <li>• Prepare and submit a comprehensive Place Partnership bid</li> </ul>
	<b>Longer Term Impacts</b>		<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>• Successful securing of funding</li> <li>• Implementation of cultural and creative projects</li> </ul>
	<b>How?</b>	<ul style="list-style-type: none"> <li>• Scoping exercise to determine focus of Place Partnership project and partners</li> <li>• EOI submitted</li> <li>• Full application invited (TBC)</li> </ul>		
	<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>• Cultural and creative sector</li> <li>• Children and young people</li> </ul>		
	<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Cultural Compact members, Arts Council England</p>		
<b>Bolton</b>	<b>Timeframe for Delivery</b>	Year 1	<b>Bolton</b>	
<b>Next Steps &lt;12 months</b>		<ul style="list-style-type: none"> <li>• Cultural Compact established and will lead Place Partnership bid to ACE focused on music development</li> <li>• Advice sought from Arts Council to shape and inform bid</li> <li>• EOI submitted</li> </ul>		

<b>Description</b>	<p><b>6d. Improving the Visitor Accommodation Offer</b></p> <p>Work closely with existing providers, hoteliers and prospective investors to raise awareness of the opportunities for growth in the visitor economy in Bolton and drivers of change to secure investment in existing and new bed stock to deliver quality provision.</p>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>Improved market intelligence</li> <li>Enhanced marketing material</li> <li>Develop an investment prospectus for the Bolton accommodation sector</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>Lack of premium hotel provision in Bolton</li> <li>Gaps in the breadth of quality accommodation offer to meet market need (campsites, Airbnb/self catering, hotels)</li> <li>Provide market intelligence to secure market interest</li> </ul>	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Increased investment in existing accommodation</li> <li>Attraction of new hotel developments</li> <li>Improvement in the quality and variety of accommodation options</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Collate market intelligence on available sites for investment</li> <li>Development of marketing material to attract investors focused on the game changing opportunities for growth in Bolton</li> <li>Continue to build relationships with hotel operators and investors</li> <li>Facilitate investment plans working with other Council partners</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Significant growth in overnight visitor numbers</li> <li>Enhanced reputation as a destination for longer stays</li> <li>Sustainable growth in accommodation-related employment</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Accommodation providers / investors / developers</li> </ul>		
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> MIDAS, Marketing Manchester</p>		
<b>Timeframe for Delivery</b>	Year 1		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Engage with Marketing Manchester to support enhanced marketing of offer</li> <li>Share market intelligence and Brand Bolton narrative via Visit Bolton new website</li> <li>Engage with local accommodation providers to understand barriers to growth</li> </ul>		
<b>Cost Implication</b>	Low		

<b>Description</b>	<p><b>6e. Strategic Account Management</b></p> <p>Close engagement with major employers such as anchor institutions in the borough including University, as well as enabling infrastructure such as hotels, to understand how an enhanced visitor offer can support their business growth plans and current barriers to achieving growth.</p>		<ul style="list-style-type: none"> <li>• Tailor business support offer to meet the needs of the visitor economy, i.e. VE Accelerator Programme</li> <li>• Consider business networking opportunities</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>• Business issues and barriers to growth to be addressed</li> <li>• Current investor image and perception of Bolton can pose a barrier to investment</li> <li>• Attract / retain talent and skills</li> <li>• The Bolton Economic Growth and Resilience Plan identifies the need to support scale ups and business growth as a priority, and to increase investment in the borough</li> </ul>	<b>Cost Implication</b>	Low
<b>How?</b>	<ul style="list-style-type: none"> <li>• Strengthen relationships with major employers and anchor institutions to ensure their needs are understood and are being met</li> <li>• The role of the visitor economy in supporting economic growth is understood and informed by business need. Collaboration on the visitor economy is facilitated</li> <li>• Work with employers and enabling infrastructure (transport providers, hotels etc) to offer tailored products for corporate and leisure travellers</li> <li>• Signpost to relevant business support offer to meet identified need</li> </ul>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>• Identify key anchor institutions and major employers</li> <li>• Develop a structured engagement programme</li> <li>• Create tailored visitor economy proposals for each major stakeholder</li> </ul>
		<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>• Development of bespoke visitor offerings aligned with business needs</li> <li>• Growth in business-related visitor numbers</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>• Major employers and anchor institutions</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>• Stronger integration of the visitor economy with Bolton's overall economic strategy</li> </ul>
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> GM Business Growth Hub (inc. MIDAS), Chamber of Commerce, Bolton Economic Alliance, MDC</p>		
<b>Timeframe for Delivery</b>	Year 1		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>• Identify and inform existing business support targeting major employers to secure a mechanism for advice and feedback on the visitor economy</li> </ul>		

<b>Description</b>	<p><b>6f. Shared Box Office and Marketing Platform</b></p> <p>Establish a shared box office and marketing platform for the borough's cultural venues and events to reach targeted audiences.</p>	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Launch the shared box office and marketing platform</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>Present a more coherent offer to target audiences</li> <li>Avoid scheduling conflicts by ensuring that venues are not competing for audiences</li> <li>Create efficiencies in sales and marketing</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Increased ticket sales across cultural venues</li> <li>Improved data collection on audience preferences</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Identify roadmap to delivery through consultation with partners to secure intended outcomes</li> <li>Establish a shared box office through a collaborative approach with partners</li> <li>Consider existing box offices that could provide this function</li> <li>Collaborate on ticketing and packaged opportunities</li> <li>Deliver a co-ordinated marketed events programme, working with venues and production companies</li> <li>Product and package development i.e. coach itineraries</li> </ul>		
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Cultural venue and event operators</li> </ul>		
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Cultural venues, event operators, accommodation providers</p>		
<b>Timeframe for Delivery</b>	Year 1 and 2		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Agree venues / events for inclusion</li> <li>Scope out mechanisms for delivery</li> </ul>		
<b>Cost Implication</b>	Low		
<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>Develop a specification for the shared platform</li> <li>Engage with cultural venues to ensure buy-in</li> </ul>		

<b>Description</b>	6g: Better connected, affordable, integrated and inclusive public transport  Work with partners to improve public transport links both into Bolton and within Bolton to connect residents and visitors to attractions and town centres.
<b>Rationale</b>	<ul style="list-style-type: none"> <li>Allow for easier intra-borough movements for visitors and residents</li> <li>Improve quality of transport within Bolton's town centres and rural areas</li> <li>Establish greater links to key attractions in Bolton</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Collaborate with partners on the promotion of the public transport options to visit Bolton and attractions</li> <li>Lobby for further enhances to transport connectivity, such as supporting the plans for open-access direct rail services between London and Bolton</li> <li>Work with partners ensure transport strategies effectively serve the visitor economy and help to increase visitation and economic impact</li> <li>Work with neighbouring districts to support enhanced connectivity</li> <li>Exploit opportunities emerging from the GM Devolution Deal and Network North</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>Town and district centres</li> <li>Visitor attractions</li> </ul>
<b>Partners of interest</b>	<b>Lead:</b> Bolton Council / TfGM  <b>Support:</b> Network Rail, other transport providers and operators, neighbouring districts
<b>Timeframe for Delivery</b>	Ongoing
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>Continued lobbying and profile raising of Bolton's needs</li> <li>Consider coach parking provision and actions to be taken to improve this offer</li> </ul>
<b>Cost Implication</b>	Low

<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>Conduct a transport needs assessment for visitors and residents</li> </ul>
<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>Increased use of public transport by visitors and residents</li> <li>Improved connectivity between attractions and town centres</li> </ul>
<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>Significant reduction in car dependency for visitors</li> <li>More accessible and inclusive visitor experience</li> </ul>

<b>Description</b>	<p><b>6h. Enhanced Visitor Information</b></p> <p>Deliver an excellent visitor information service across Bolton maximising digital and mobile technology, effectively linked to Visit Bolton and Visit Manchester platforms.</p>	<b>Action Outputs</b>	<ul style="list-style-type: none"> <li>• Audit current visitor information provision</li> <li>• Develop a digital-first visitor information strategy</li> </ul>
<b>Rationale</b>	<ul style="list-style-type: none"> <li>• Raise profile of Bolton as a visitor destination</li> <li>• Incentivise and encourage visitation</li> <li>• Provide clear signposts to information</li> </ul>	<b>Medium Term Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved visitor satisfaction with information services</li> <li>• Increased use of digital platforms for trip planning</li> <li>• Better integration with regional tourism information networks</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Tailored marketing to support growth in target markets such as film, nature, sport, food and drink etc</li> <li>• Consider opportunities for offers and packaged deals through joint working with venues, operators and hospitality sector</li> <li>• Develop specific products to be marketed across digital platforms and through campaigns</li> <li>• Conduct feasibility study to consider opportunities and demand for future physical visitor information services</li> <li>• Extend volunteer programmes to improve visitor welcome</li> </ul>	<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>• Enhanced visitor experience leading to increased repeat visits</li> <li>• More effective promotion of Bolton's full range of attractions</li> </ul>
<b>Targeting of activity</b>	<ul style="list-style-type: none"> <li>• Visitor economy businesses</li> </ul>		
<b>Partners of interest</b>	<p><b>Lead:</b> Bolton Council</p> <p><b>Support:</b> Bolton Hospitality Network, Marketing Manchester, GMCA</p>		
<b>Timeframe for Delivery</b>	Year 2		
<b>Next Steps &lt;12 months</b>	<ul style="list-style-type: none"> <li>• Work with partners to consider inclusion of Bolton attractions on the newly launched Manchester Visitor Pass</li> <li>• Audit and review websites with a visitor focus</li> <li>• Maximise visitor information on the relaunched Visit Bolton website</li> <li>• Identify and secure resources to enhance visitor information</li> </ul>		
<b>Cost Implication</b>	Low - Medium		

# 03

## Action Plan Summary



<b>THEME 1: Diversify the Offer and Image of Town Centres</b>	<b>Action Name</b>	<b>Key Partners (with Bolton Council)</b>	<b>Summary Next Steps (&lt;12 months)</b>		
			<b>Year 1</b>	<b>Year 2 (includes 1-2 years)</b>	<b>Year 3 (includes 2-3 years)</b>
	<b>Support Interventions which make the borough an attractive and safe place to visit</b>	<b>Greater Manchester Police, VCFSE sector, Town Centre Board, Town Councils</b>	<ul style="list-style-type: none"> <li>Deliver and implement the new creative lighting strategy</li> <li>Consult with new Town Centre Board to explore perceptions vs. reality of safety and image and potential solutions</li> <li>Agree actions for identifying the case for change and scoping interventions in partnership with GM Police</li> <li>Considers highways and road safety</li> <li>Implement the approved Late Night Levy</li> </ul>		
	<b>Develop Themed Markets</b>	<b>Town Centre Board, Growth Hub, District Centre, Town Councils</b>		<ul style="list-style-type: none"> <li>Demand assessment to ascertain trader/business/consumer demand</li> <li>Differentiate Bolton's offer to extend catchment and market interest</li> <li>Pilot activity to test vendor and consumer demand</li> <li>Develop detailed action plan to guide future activity</li> <li>Ensure appropriate marketing activity for key places</li> </ul>	



Action Name	Key Partners (with Bolton Council)	Summary Next Steps (<12 months)		
		Year 1	Year 2 (includes 1-2 years)	Year 3 (includes 2-3 years)
<b>Utilise empty or under-utilised space in town centres to support growth in the visitor economy</b>	<b>Growth Hub; Chamber of Commerce; Commercial agents</b>	<ul style="list-style-type: none"> <li>Identify target empty and underutilised space in town centres and ascertain ability to facilitate easy in/out access to support meanwhile use. This could include space in Council's ownership. Create a database of sites/spaces</li> <li>Create a database of interested parties expressing interest in meanwhile use. This will have a wider reach than the Visitor Economy and involve working with other parts of Council to identify other interested parties such as community groups</li> <li>Develop a meanwhile use strategy to facilitate demand and supply, drawing from good practice elsewhere</li> <li>Leverage existing funding such as Town of Culture; Long Term Plan for Towns; UKSPF to support and pilot meanwhile use</li> </ul>		
<b>Leverage the Profile of Major Attractions</b>	<b>Bolton Hospitality Network, Marketing Manchester, TfGM, Marketing Lancashire, Visit England</b>	<ul style="list-style-type: none"> <li>Undertake an audit of major attractions considering the development of a database of key attractions, visitor numbers, seasonality, etc.</li> </ul>		
<b>Champion Local Products</b>	<b>Growth Hub; Chamber of Commerce; Marketing Manchester, VCSE sector</b>	<ul style="list-style-type: none"> <li>Develop business database of local makers and test appetite for involvement and barriers/opportunities for growth</li> <li>Consider case studies of what works elsewhere that could be applied to Bolton</li> </ul>		

**THEME 2:**  
**Secure and Capitalise on Opportunities for Major Investment**


Action Name	Key Partners (with Bolton Council)	Summary Next Steps (<12 months)		
Delivering Major Investment in Bolton Town Centre	Investors, Central Government, MHCLG	Year 1	Year 2 (includes 1-2 years)	Year 3 (includes 2-3 years)
Enhance and increase visitor attractions	Heritage Lottery Fund, DCMS, Marketing Manchester	<ul style="list-style-type: none"> <li>• Complete Hotel Feasibility Report</li> <li>• Select preferred option</li> <li>• Undertake change request process as required with Central Government</li> <li>• Subject to viability, mobilise project delivery</li> </ul>		
Development of a Night-time Economy Framework	Town Centre Management, GMCA	<ul style="list-style-type: none"> <li>• Develop scope(s) for feasibility studies and associated technical work</li> <li>• Secure funding to undertake feasibility assessment</li> </ul>		
Secure Flagship Events	Peel Land & Property, Marketing Manchester, MIDAS, key investors and strategic partners	<ul style="list-style-type: none"> <li>• Develop a night-time framework which will include the review of a Creative Improvement District Programme</li> </ul>		<ul style="list-style-type: none"> <li>• Continue to support the bid being led by Peel</li> <li>• Develop a communications plan to gain local support</li> <li>• Develop a compelling golf investment proposition for GM to position Bolton/GM as the UK home of golf with Hulton Park as the centre piece</li> <li>• Support with project delivery/infrastructure and building the legacy impact case</li> <li>• Regular dialogue with lead and support partners</li> <li>• Focus on facilitation and strategies that need to be put in place</li> </ul>

<b>THEME 3:</b> Lever Active and Nature Based Tourism	<b>Action Name</b>	<b>Key Partners (with Bolton Council)</b>	<b>Summary Next Steps (&lt;12 months)</b>		
	<b>Year 1</b>	<b>Year 2 (includes 1-2 years)</b>	<b>Year 3 (includes 2-3 years)</b>		
	Develop Digital Walking Tours	Bolton Hospitality Network, Marketing Manchester	<ul style="list-style-type: none"> <li>Secure UKSPF investment to deliver initial digital walking tours to pilot approach and success</li> </ul>		
	Scoping and Packaging the Active and Nature Based Tourism Offer	Operators, Bolton Hospitality Network, Marketing Manchester, TfGM	<ul style="list-style-type: none"> <li>Map and audit opportunities for packaged activity</li> <li>Summarise key finding and recommendations for product development</li> <li>Secure resources and collaborators</li> </ul>		
	Secure Major Sports Events and Capture Spend	Bolton Wanderers FC, Operators, Marketing Manchester, TfGM, DCMS, Sport England, Town Councils	<ul style="list-style-type: none"> <li>Draw on economic impact studies of major events and sector growth prospects to raise awareness of opportunities for growth through collaboration between operators/investors, accommodation/food and drink providers</li> <li>Identify mechanisms for facilitating networking and collaboration</li> <li>Horizon scanning for opportunities to position Bolton as a location for major sports events through lobbying and profile raising</li> </ul>		



<b>THEME 4:</b> Enhance the Cultural Offer and Events Strategy	<b>Action Name</b>	<b>Key Partners (with Bolton Council)</b>	<b>Summary Next Steps (&lt;12 months)</b>		
			<b>Year 1</b>	<b>Year 2 (includes 1-2 years)</b>	<b>Year 3 (includes 2-3 years)</b>
	Animate Town Centres	Private sector, VCFSE sector, Bolton Hospitality Network, Town Councils	<ul style="list-style-type: none"> <li>Secure capacity funding to develop VCFSE sector to support growth in cultural sector</li> <li>Promote Bolton GM VE Accelerator Programme to raise awareness</li> <li>Maximise profile of GM Town of Culture to pilot events and facilitate sustainability</li> <li>Leverage sources of funding such as UKSPF and Long Term Plan for Towns to pilot festivals and events</li> <li>Secure designation as part of the Cultural Compacts Initiative and develop Place Partnership Bid</li> </ul>		
	Create a Cultural Events Programme	Marketing Manchester, VCFSE sector	<ul style="list-style-type: none"> <li>Establish central shared calendar of events and establish mechanisms for continuous updating</li> <li>Build capacity, resources and experience in the cultural sector through participation in Town of Culture initiative</li> <li>Secure ongoing capacity funding to develop VCFSE sector to support growth in cultural sector</li> </ul>		

**THEME 4:**  
**Enhance the Cultural Offer and Events Strategy**
**Action Name****Key Partners (with Bolton Council)**

**Maximise Presence of International Events within GM**

TfGM, DCMS, Visit Britain, venues, accommodation providers, food and beverage providers

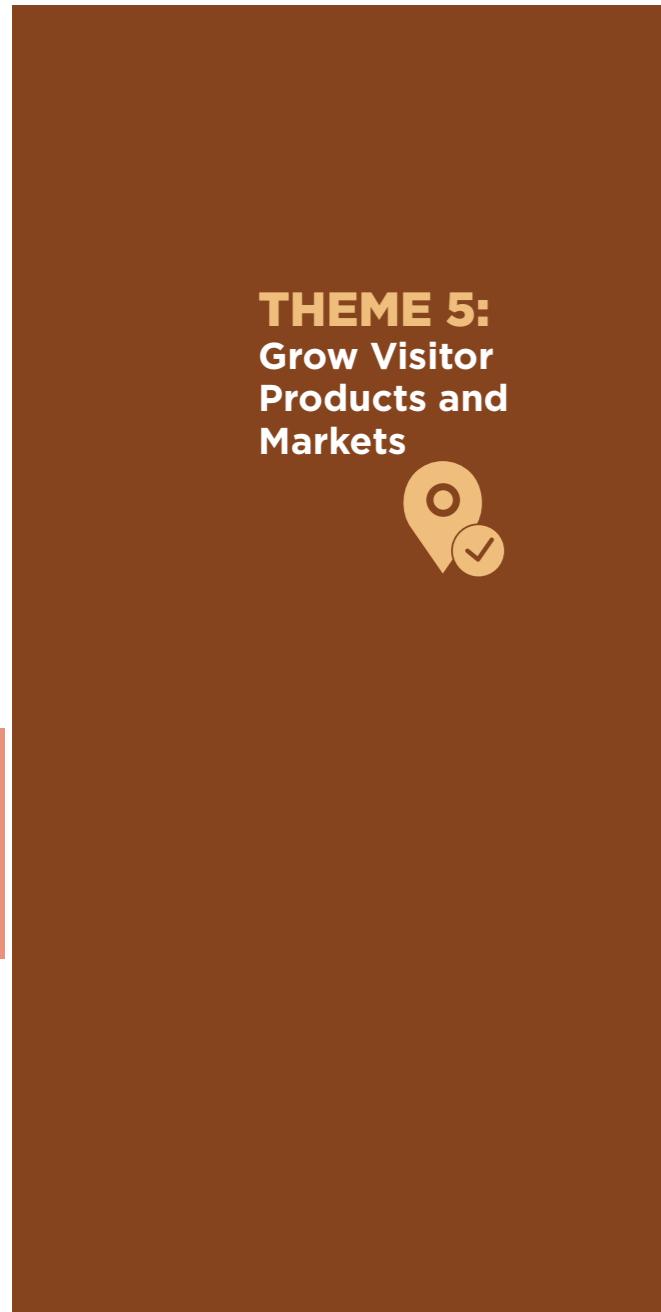
**Widening Participation in Cultural Venues and Events**

Venues / Event Operators, Business Bolton

**Summary Next Steps (<12 months)****Year 1****Year 2 (includes 1-2 years)****Year 3 (includes 2-3 years)**

- Elevate profile and appetite for international events with MM
- Develop a targeted action plan in partnership with MM to identify opportunities, strategic positioning, and mitigate barriers
- Develop relationship with UK Sport and DCMS

- Identify current accessibility limitations of existing venues and events



Action Name	Key Partners (with Bolton Council)	Summary Next Steps (<12 months)		
		Year 1	Year 2 (includes 1-2 years)	Year 3 (includes 2-3 years)
Business Tourism Scoping Study	University of Bolton, Bolton Council, Bolton Hospitality Network, Marketing Manchester, TfGM	<ul style="list-style-type: none"> <li>Develop study brief for feasibility study and secure funding</li> <li>Test market appetite and interest with major employers including University of Bolton</li> </ul>		
Build Music Tourism Offer	Venue owners and operators, Marketing Manchester, TfGM, ACE	<ul style="list-style-type: none"> <li>Scope out market interest in targeting music events with venue owners and operators and wider stakeholders</li> <li>Amplify existing music events and identify opportunities for new music events i.e. Bolton Festival of Music weekend at BWFC</li> <li>Develop Place Partnership Bid for music development</li> </ul>		
Family Friendly Portfolio	Bolton Hospitality Network, Marketing Manchester, TfGM	<ul style="list-style-type: none"> <li>Align action with Cultural Strategy and Transport Strategy activity</li> <li>Raise awareness and interest in market opportunity amongst existing visitor attractions and stakeholders</li> <li>Roll out family friendly promotion and offer</li> </ul>		

<b>THEME 6:</b> Invest in Enabling Activity	<b>Action Name</b>	<b>Key Partners (with Bolton Council)</b>	<b>Summary Next Steps (&lt;12 months)</b>		
	<b>Year 1</b>	<b>Year 2 (includes 1-2 years)</b>	<b>Year 3 (includes 2-3 years)</b>		
	Bolton Visitor Economy Partnership	Members, Marketing Manchester, attractions, business and third sector representatives	<ul style="list-style-type: none"> <li>Identify target board members to provide representative coverage of the VE sector in Bolton</li> <li>Hold inaugural meeting and establish Terms of Reference</li> <li>Seek representation on the GM LVEP Board to ensure sub-regional alignment</li> </ul>		
	Potential Town Centre Partnerships	Town centre occupiers and investors	<ul style="list-style-type: none"> <li>Hold inaugural meeting of the Economic Alliance and establish Terms of Reference</li> <li>Establish red line boundary and associated 'business case' for Mayoral Development Corporation and undertake consultation in conjunction with GMCA</li> <li>Identify interest in establishing town/district centre partnerships being mindful of MDC activity underway</li> </ul>		
	Develop a Place Partnership Bid	Cultural Compact Members, Arts Council England	<ul style="list-style-type: none"> <li>Cultural Compact established and will lead Place Partnership bid to ACE focused on music development</li> <li>Advice sought from Arts Council to shape and inform bid</li> <li>EOI submitted</li> </ul>		

<b>THEME 6:</b> Invest in Enabling Activity	<b>Action Name</b>	<b>Key Partners (with Bolton Council)</b>	<b>Summary Next Steps (&lt;12 months)</b>		
	<b>Year 1</b>	<b>Year 2 (includes 1-2 years)</b>	<b>Year 3 (includes 2-3 years)</b>		
	Improving the Visitor Accommodation Offer	Marketing Manchester, MIDAS	<ul style="list-style-type: none"> <li>Engage with Marketing Manchester to support enhanced marketing of offer</li> <li>Share market intelligence and Brand Bolton narrative via Visit Bolton new website</li> <li>Engage with local accommodation providers to understand barriers to growth</li> </ul>		
	Strategic Account Management	GM Business Growth Hub (inc. MIDAS), Chamber of Commerce, Bolton Economic Alliance, MDC	<ul style="list-style-type: none"> <li>Identify and inform existing business support targeting major employers to secure a mechanism for advice and feedback on the visitor economy</li> <li>Tailor business support offer to meet the needs of the visitor economy, i.e. VE Accelerator Programme</li> <li>Consider business networking opportunities</li> </ul>		
	Shared Box Office and Marketing Platform	Cultural venues and event operators, accommodation providers	<ul style="list-style-type: none"> <li>Agree venues/events for inclusion</li> <li>Scope out mechanisms for delivery</li> </ul>		

Action Name	Key Partners (with Bolton Council)	Summary Next Steps (<12 months)		
		Year 1	Year 2 (includes 1-2 years)	Year 3 (includes 2-3 years)
Better connected, affordable, integrated and inclusive public transport	TfGM, Network Rail, other transport providers and operators, neighbouring districts	<ul style="list-style-type: none"> <li>Continued lobbying and profile raising of Bolton's needs</li> <li>Consider coach parking provision and actions to be taken to improve this offer</li> </ul>		
Enhanced Visitor Information	Bolton Hospitality Network, Marketing Manchester, Visit England	<ul style="list-style-type: none"> <li>Work with partners to consider inclusion of Bolton attractions on the newly launched Manchester Visitor Pass</li> <li>Audit and review websites with a visitor focus</li> <li>Maximise visitor information on the relaunched Visit Bolton website</li> <li>Identify and secure resources to enhance visitor information</li> </ul>		

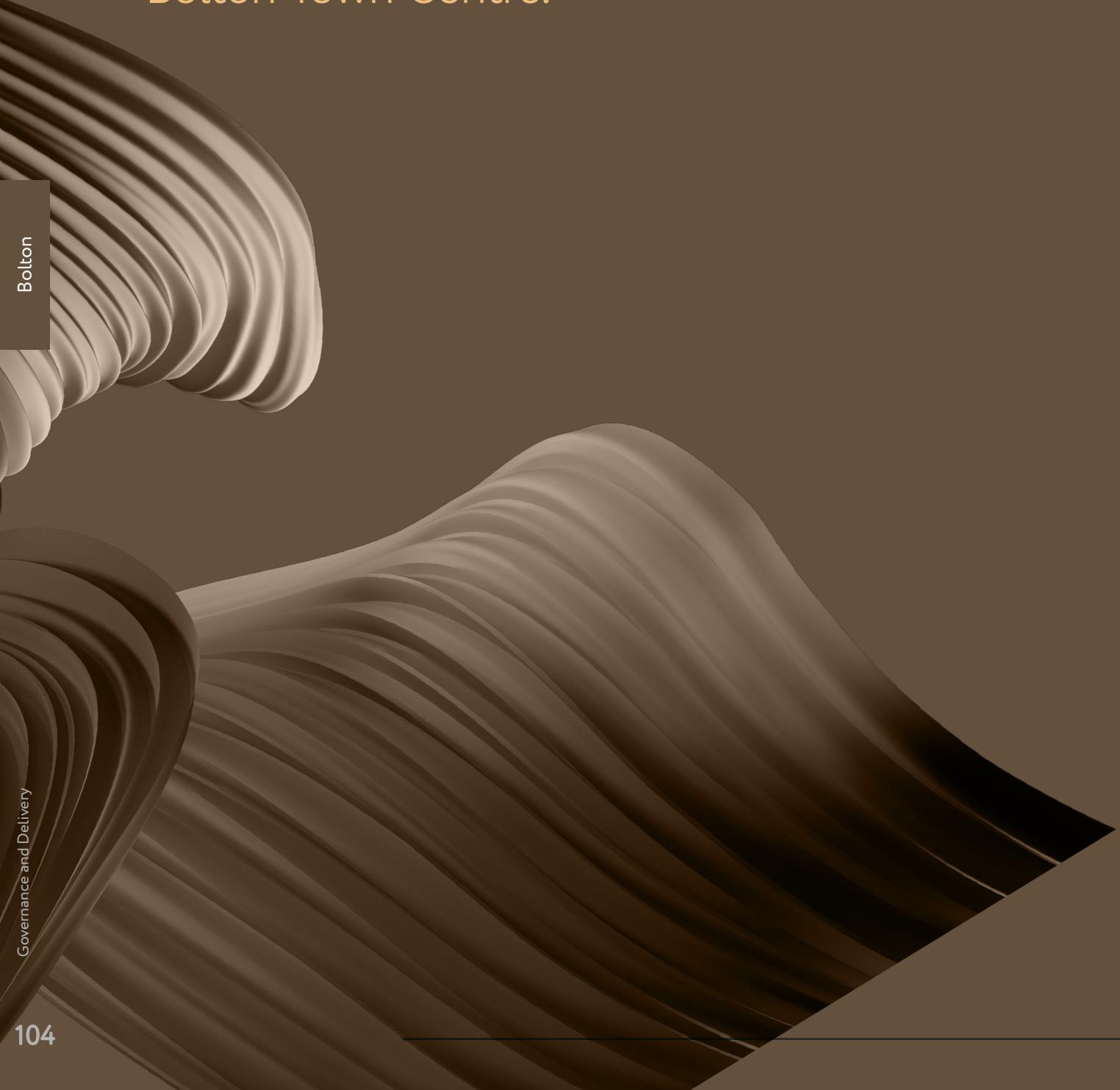


# 04

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## Governance and Delivery

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Bolton is establishing a Mayoral Development Corporation to deliver regeneration at pace for Bolton Town Centre.

## Strategic Alignment

The Bolton Economic Growth and Resilience Plan (2023) that is currently in development will outline how the borough can best leverage investment into the borough to create high paying and good jobs for residents. The Visitor Economy will play an important part to realise the ambitions of the growth plan and it is important that the Visitor Economy's strategic priorities are recognised within the Council and included in the final Economic Growth and Resilience Plan.

Bolton's Visitor Economy aligns closely with The Greater Manchester Visitor Economy Strategy's strategic aims and will support the region achieve the aim of increasing the economic impact of the visitor economy across Greater Manchester to £15bn by 2030. The new Greater Manchester Visitor Economy Strategy 2025-30 is anticipated to be delivered in the Autumn.

Bolton is establishing a Mayoral Development Corporation (MDC) which is expected to be in place by March 2025. MDCs are statutory bodies set up by metro mayors in England to deliver regeneration schemes within a defined area. The Bolton MDC will have a high profile private sector chair and will accelerate regeneration activities through leveraging private sector expertise and the combined authority to help raise the profile of Bolton, foster cooperation, unlock extra funding and apply general and specific powers to drive momentum. This presents an opportunity to submit key actions from Bolton's Visitor Economy Delivery Plan that align to the ambitions of the MDC.

# Role of Bolton Council Leaders, Officers and Partners

## Strategy, Influence & Policy

To support the wider ambitions of these strategies it is important that Bolton's Visitor Economy Delivery Plan also aligns with activity of the wider delivery plans that are focused on the visitor economy. It is therefore key that this Strategy and Delivery Plan is communicated to the Council's executive and briefings are provided into the relevant scrutiny committee to ensure that there is a strong voice for the Visitor Economy in the Council. The Visitor Economy Strategy and Delivery Plan will sit within the portfolio for Bolton's vision and relationship with GMCA economy, which is led by the Leader of Bolton. It will also be important to gain support from the Executive Cabinet Members responsible for the economy and culture portfolios to ensure that the Visitor Economy is aligned to Bolton's Cultural and Economy strategies.

## Alignment within Bolton

Relationships with other sectors and stakeholders with a stake in the visitor economy will be key to success. The Bolton Marketing and Communications Strategy outlines key audiences including residents, investors, students and visitors and provides a consistent visual identity and a shared story for all stakeholders to increase awareness of what Bolton stands for. Alignment of Bolton's Brand Strategy, Cultural Strategy and Visitor Economy Strategy and the town and district masterplans is important to ensure that activity on the ground is joined up to maximise opportunities and also to avoid duplication and wasted resource e.g. promotional visitor/cultural facing websites. An audit of visitor and resident facing platforms including websites, social media and wayfinding assets will be required to streamline activity in the most effective way to target audiences.

## Alignment with Wider Greater Manchester Visitor Economy Strategy

Alignment with the GM Visitor Economy Strategy will be maintained through the continued strong relationships between Bolton and Marketing Manchester including between Bolton Council's Head of Marketing and Communications and Director of Tourism at Marketing Manchester. Bolton Council will be represented on the GM LVEP Board by the Director of Corporate Resources, Bolton Council, which will enable input and alignment between the local and regional strategy to ensure visitor delivery plans are coordinated including visitor facing platforms.

## Delivery of the Action Plan

As the number of opportunities and actions are extensive and the delivery plan encompasses a multitude of organisations, business and sub-sectors, in order to be successful and achieve the desired outcome it needs to be embraced and delivered in partnership. The establishment of a Visitor Economy Partnership for Bolton is recommended with the aim of bringing together key stakeholders who have a vested interest and will support delivery of the plan and willing to take on delivery responsibilities. Leads will be identified to deliver specific actions and milestones of the Delivery Plan, taking responsibility for setting and owning appropriate KPIs/targets and delivering against these.

## Governance Framework

Currently there are several groups and stakeholders with interest in the Visitor Economy, but there is currently no specific mechanism or forum set up to steer and support the delivery of the Visitor Economy Strategy and Delivery Plan. Governance was identified as a key piece for improvement in the recent LGA Peer Review.

The following governance framework would provide robust governance, ensure alignment with other strategies and plan, and enable the successful delivery and evaluation of the Strategy and Plan, in partnership with key stakeholders.

- » **Political Leadership & Scrutiny** - The Leader of Bolton Council would provide overall political leadership for the Visitor Economy Strategy and ensure a productive relationship with GMCA. Reports from the Bolton Visitor Economy Partnership and Place Shaping Board would be submitted into the relevant scrutiny committee.
- » **Place Shaping Board** – This would be a Bolton Council strategic group led by Director of Corporate Services and would cover wider aspects of Bolton's brand assets including investment, culture and the visitor economy and ensure the Visitor Economy Strategy and Delivery Plan is aligned to the other strategies and activity.
- » **Bolton Visitor Economy Partnership (VEP)** - Governance and oversight of the Strategy and Delivery Plan could be provided by establishing a new Bolton Visitor Economy Partnership (VEP).
  - » From Bolton Council's perspective membership could include ideally a Cabinet Member (e.g. culture or economy), a Lead Officer (Head of Marketing and Communications) to provide leadership and a Delivery Officer, as outlined above. Membership would include key private and public sector stakeholders and partners who would represent the Strategy's priority themes and support the delivery of the Plan. A Chair, potentially from the private sector for the VEP could be selected in consultation with strategic and political stakeholders. The emerging Bolton Hospitality Network, that is being set up by Marketing Manchester and funded through UKSPF, is developing a group of Visitor Economy representatives who could also be suitable members for the VEP.
  - » It is envisaged that the VEP would report into the relevant Bolton Council economy/scrutiny committee via the Strategic Place Steering Group, on an annual basis against the KPIs/targets/outputs, outcomes and longer term impacts of the Delivery Plan. The VEP will meet at least on a six-monthly basis to review the progress of the delivery plan and to provide updates and inputs into the plan.

## Monitoring & Evaluation

The following underpinning outcomes in Bolton's Vision 2030 will be supported by Bolton's Visitor Economy Strategy and Delivery Plan:

- » **Live Well** – The happiness and wellbeing of our residents is improved so that they can live healthy, fulfilling lives for longer
- » **Prosperous** – Businesses want to work and invest in the borough, and through their corporate social responsibility, maximise social value opportunities whilst creating good, inclusive and sustained employment
- » **Clean and Green** – Our environment is protected and improved so that more people enjoy it, care for it and are active in it; and
- » **Safe, Strong and Distinctive** – stronger, cohesive, more confident communities in which people feel safe, welcome and connected

The Visitor Economy actions and next steps summarised in section three will be assigned a lead with supporting partners responsible for progressing and delivering actions against specific targets and KPIs. As there are a significant number of actions across the six themes to deliver across the three year Delivery Plan, actions have been phased according to priority as follows:

- » **Short term (Year 1)**
- » **Medium term (Year 2 and 3)**
- » **Longer term (3+ years i.e. after Delivery Plan period but within 5-year strategy)**

The Monitoring and Evaluation plan will set out the overall three year outputs, outcomes and impacts as well as specific milestone targets, KPIs and success measures. Progress can be monitored and reported using a RAG rated score to indicate progress along with a summary narrative of activity delivered. This report can be shared with stakeholders and partners and submitted to accompany update and scrutiny papers for the Place Steering Group and to the Executive and Scrutiny Committee annually.

Performance will be monitored on a six monthly basis with progress reported on an annual basis including outputs, outcomes and longer term impacts achieved against the actions.





**Funded by  
UK Government**

**FIND OUT MORE**

Please get in touch with us to find out more  
about our Visitor Economy Strategy

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