BOLTON 2030

A VISION FOR BOLTON’S FUTURE

“ACTIVE, CONNECTED & PROSPEROUS”
# Bolton 2030 Vision Summary for CX pack July 17

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We are proud to introduce this vision for Bolton in 2030, which is built on pride in our place and the aspirations of local people. It is a clear picture of the Vision Partnership’s ambitions for the Borough, setting out what we need to do to deliver a Bolton which future generations are proud to be part of.

**IN 2030, WE WANT BOLTON TO BE A VIBRANT PLACE BUILT ON STRONG COHESIVE COMMUNITIES, SUCCESSFUL BUSINESSES AND HEALTHY, ENGAGED RESIDENTS. IT WILL BE A WELCOMING PLACE WHERE PEOPLE CHOOSE TO STUDY, WORK, INVEST AND PUT DOWN ROOTS.**

The pace of change means that we don’t know what the future looks like for many services and organisations, but we have agreed 6 themes where we think the partnership can and should work together to help deliver the outcomes for Bolton which we aspire to:

- Attracting businesses and investment to the Borough, matching our workforce’s skills with modern opportunities and employment.
- Protecting and improving our environment, so that more people enjoy it, care for it and are active in it.
- Developing stronger, cohesive, more confident communities in which people feel safe, welcome and connected.

These are ambitious goals – but the message we hear time and again, from people in every walk of life and across every part of the Borough, is that they want Bolton to be ambitious, to punch above our weight, and to give them a sense of pride in the town and its achievements.

- Giving our children the best possible start in life, so that they have every chance to succeed and be happy
- Improving the health and wellbeing of our residents, so that they can live healthy, fulfilling lives for longer.
- Supporting older people in Bolton to stay healthier for longer, and to feel more connected with their communities.
This vision will take time to deliver – it’s a plan for the next 10 to 15 years, and we won’t deliver all of our aspirations straight away. This document outlines what we plan to do over the five years to lay the foundations for a successful, modern Bolton.

We must accept that there are serious challenges ahead – economic turmoil, far-reaching changes in society and our communities, ongoing reductions in funding for many of our partners, the impact of an ageing population, and huge technological change. These are not reasons to do nothing; just as any one of these factors could cause enormous disruption, they also offer exciting new prospects for Bolton, which we want to make the most of. The best possible answer is to reshape ourselves so that we are resilient and can take the opportunities which present themselves. If we are to succeed, some radical changes in the way we think and act will be needed:

**Firstly**, we’ll need to work beyond traditional boundaries of organisations and places. We have to join up our workforces, our assets and our funding to get the best outcome for people. Working closely with the Greater Manchester Combined Authority will help us to find more efficient ways of procuring and delivering some of our goods and services, so that we get better outcomes for less cost.

**Secondly**, we’ll have to be absolutely clear about our priorities and what we can afford to do. If there are services which aren’t a core part of delivering the Vision, we may need to stop providing them, or find different ways of providing them. In part this will depend on building skills and changing behaviours so that people rely less on public agencies and are more self-reliant.

**Thirdly**, we will need to engage our residents and local communities in a totally different way. We need to understand local priorities in real detail, so that we can be sure our plans will address them. This will require us to use modern ways of consulting with people and communities, so that we really know what people value, and how much they are able and willing to do for themselves.

**And finally**, we will need to build capacity, skills and connections in our communities, so that they are not only capable of playing a much greater role in their areas, but eager to do so.

It’s vital that everyone with a stake in this vision – local organisations, elected members, businesses, community groups, students and residents – understands that our ability to turn it into reality depends on everyone making their contribution, and showing their commitment to making Bolton a place we can continue to be proud of.

After talking to many organisations and individuals, we have tried to capture their hopes and aspirations to help describe the Bolton that we all want to see.

**Now, the challenge is to deliver this vision.**

Cllr Cliff Morris, Leader of The Council  
Cllr David Greenhalgh, Leader of the Opposition  
Dave Singleton, Chair of the Vision Partnership
THE VISION AT A GLANCE:

Our Vision:
In 2030, we want Bolton to be a vibrant place built on strong cohesive communities, successful businesses and healthy, engaged residents. It will be a welcoming place where people choose to study, work, invest and put down roots.

The outcomes we want for Bolton:
- Our children get the best possible start in life, so that they have every chance to succeed and be happy
- The health and wellbeing of our residents is improved, so that they can live healthy, fulfilling lives for longer.
- Older people in Bolton stay healthier for longer, and feel more connected with their communities.
- Businesses and investment are attracted to the Borough, matching our workforce’s skills with modern opportunities and employment.
- Our environment is protected and improved, so that more people enjoy it, care for it and are active in it.
- Stronger, cohesive, more confident communities in which people feel safe, welcome and connected.

What we must do to deliver:
Work with our communities (Engaging and empowering, Changing Behaviours)
Deliver good value (Digital delivery, Efficient delivery)
Make our finances sustainable (Sustainable Finances, Maximising our assets)

Our principles
We have agreed 3 core principles that will underpin the way we work together to deliver the Bolton which we all aspire to. They are:

-Driving inclusive growth and prosperity for all – we want everyone in the Borough to be a part of a thriving economy and to reap the rewards of their contribution.
-Protecting the most vulnerable in our society, particularly children and the elderly.
-Working in partnership to design and deliver services which meet the needs of our residents, and make the best use of the resources which we have.
Bolton will be a vibrant place, built on strong cohesive communities, successful businesses, and healthy residents. It will be a welcoming place where people choose to study, work and put down roots. “Active, connected & prosperous”.

**Principles**
- Inclusive growth and prosperity
- Protecting the most vulnerable
- Reforming our services in partnership

**Place themes:**
- Prosperous
- Clean & Green
- Strong & Distinctive

**People themes:**
- Starting Well
- Living Well
- Ageing Well

**Transforming through:**
- Digital delivery
- Rebalanced finances
- Engaging and empowering
- Efficient delivery
- Maximising our assets
- Behaviour change
BOLTON IN 2030

We have a clear vision of what we want Bolton to be like in 2030 – this is the blueprint that we will use to build the Bolton which our next generation will inherit.

VIBRANT AND STRONG

Bolton has a strong identity – full of life, with a population who are proud to call it home. It’s one of the largest towns in Greater Manchester, and for the people who live here it feels warm and welcoming. There’s always something happening – our local communities have a wide range of people and organisations who take an active part in their neighbourhoods; playing sports, going to events, using local shops and businesses, talking to each other, and looking out for their neighbours.

Bolton town centre is full of life – many more people live in and around the centre, alongside a wide variety of businesses. Large numbers of residents and workers in and around the town centre provide a ready-made audience for a cultural offer that includes a healthy mix of restaurants and bars, successful shops, entertainment and cultural attractions that pull in local and regional customers. People feel safe in the town centre whether they visit during the day or night.

Our locality centres play to their strengths – they have thriving local economies based on businesses that understand their communities and play a part in supporting them.

TALENTED, SKILLED AND PRODUCTIVE

Bolton’s economy is thriving, because we have made the most of our strengths and assets – people, communities, businesses, institutions, location and the physical environment. Our children and young people have high aspirations, matched by high-quality education from schools, colleges and a University which is a recognised brand, recruiting more students nationally and internationally who want to study and live in Bolton.

Many more of our young people choose to continue on to Higher Education. Whether they study locally or away from home, at the end of their studies they want to return to Bolton to start their careers and family life. They are drawn to Bolton because locally and regionally there are well-paid, modern jobs which allow them to be active and productive members of their communities. Increasingly, businesses are growing out of the university based on high-quality research and innovation – we have an infrastructure in place which nurtures and supports these businesses to ensure that they can grow and prosper in Bolton, and provide high-quality jobs for our residents.

Our transport connections with Greater Manchester and the North of England give us access to markets, knowledge and skills that will help our local economy to grow further, faster and sustainably. Alongside the physical connections, our fast digital infrastructure...
means that businesses and individuals are connected to people, communities and opportunities worldwide.

HEALTHY AND ACTIVE

The health and wellbeing of people in Bolton is as good as anywhere in Greater Manchester – our residents take full advantage of a network of organisations and facilities that exist to keep themselves active and healthy. More residents take responsibility for their health, and are able to make informed choices about how to stay well.

The investment and emphasis which we place on health and wellbeing means that our workforce is more productive – combined with higher skills levels, this makes us an attractive place for businesses to locate, grow and invest.

Our location and surroundings provide fantastic opportunities for people to take part in physical activities. Large numbers of people are able to walk or cycle to work and around their communities; our parks and green spaces are hubs for all kinds of leisure activities, supporting people to stay active, make connections and be a part of local life.

CONNECTED, ENGAGED AND RESILIENT

Residents feel passionate about their neighbourhoods – they have a strong sense of belonging to a clearly identifiable place.

A rich network of individuals, groups and enterprises collaborate to provide support to people, based on a deep understanding of the needs and aspirations of individuals and communities. The facilities and services which people need are accessible to them; everyone knows where to go to find an answer or look for support. Strong local engagement means that residents feel they are able to be genuinely involved and make a real contribution to their place.

Children and young people in Bolton don't just benefit from improved levels of skills and high-quality teaching – they also feel safe, and have the emotional skills and personal resilience to be happy in the lives that they are building for themselves.

Loneliness is a thing of the past – the web of connections people make in their lives and localities means that no-one needs to feel isolated. Older people feel more connected to their communities, and are able to live independently for as long as possible.
WELCOMING, ATTRACTIVE AND CONFIDENT

Our sense of identity and self-confidence, coupled with the strong sense of community that exists in our neighbourhoods, makes people choose Bolton as a place to study, work, invest and put down roots.

People are attracted to live in Bolton based on good transport connections, and a mix of housing which meets a wide range of aspirations. We have more and better quality homes, with flexible tenures, in the right place, at the right time, and for the right price. Our range of housing options means that people live independently for longer at home and in their communities.

Students who are attracted to our further and higher education opportunities want to stay in Bolton after they graduate, attracted by the leisure, culture, sporting and retail mix that we offer, which complements the employment opportunities that our local & regional economy provides.

Families want to live in Bolton because they are confident that their children get an education which enables them to find fulfilling work, and take their place in the community – as the next generation of proud Boltonians!
WHY DO WE NEED A PLAN FOR BOLTON’S FUTURE?

The speed and scope of global change means that we need a plan to make sure we are building a future for Bolton, rather than reacting to events. Huge changes to our global and national economies, together with a rapidly changing society, affect us all in many different ways. We face challenges which will test our ability to come up with effective and affordable solutions. The most obvious challenges include:

- The need to connect our residents to opportunities for employment, in order to address poverty, inequality and deprivation – for some this will be about getting a foothold on the employment ladder, for others it will be about developing their skills so that they can gain better paid work. The evidence shows that the biggest factor in improving most of our key outcomes will be whether or not people have jobs, and how well paid those jobs are.

- An ageing population, with people living longer and needing more support as they grow older; alongside this is a big increase in loneliness, which has real impacts on quality of life and life expectancy.

- Reforming services to deliver joined-up, effective support for key groups including looked-after children, and individuals and families with complex needs which place high demands on services in the Borough.

- Ongoing reductions in funding for the public sector – particularly in terms of funding for the Council, and the challenges we face in closing the Health and Social Care funding gap.

It seems likely that public sector funding will remain scarce for the foreseeable future. As a result, the ability of many partners to provide universal services will be very limited, unless new sources of funding can be developed. This means that all Vision partners will need to prioritise carefully and make difficult decisions about how and where their resources are used. As and when funding allows, partners will continue to focus on narrowing the gap between those areas of the Borough which have the best outcomes and those which have the worst outcomes.

These decisions will have to be based on evidence, taking into account not only levels of need but also where the most impact can be generated for the available funding. Making these decisions in partnership, and understanding of the impact of our decisions on the whole system, will be crucial if we are going to deliver on our Vision and aspirations for 2030.

These challenges, and many more, mean we have to join up our planning and our delivery to make sure we achieve the biggest impact for every pound spent in Bolton. We will need to build on the successful examples of reform which we have already delivered, but at a greater scale and speed than ever before; so working in partnership has never been more important. The Bolton 2030 Vision sets out the picture of how our plans and strategies will fit together, so that we can make sure we are delivering the best possible outcomes for Bolton, and that we are all focused on what will make the most difference to people’s lives.
The Greater Manchester devolution deal has set the stage for new ways of working. Whilst the changes required are very significant, so too are the opportunities.

The GM strategy “Stronger Together” sets out two key areas where the partners can make a real difference – economic growth, and the reform of public services:

“This new strategy for Greater Manchester fuses together our strong plans for reforming public services with a continued drive for growth and prosperity. Our objective is to sustain progress whilst eliminating the gap between the taxes we raise and the resources we expend on public services. We want to deliver services differently, more efficiently and reduce the level of demand for those services, by bringing more people into higher quality work”.

(Stronger Together – The Greater Manchester Strategy)

The successes which GM partners have had over the past 3 years in driving high rates of economic growth and taking major steps in service reform – such as our approach to Complex Dependency or the Working Well programme – have led to further and faster devolution of powers. The devolution of all GM health spending to Greater Manchester - a ground-breaking agreement which is seen as the future model for the whole of the NHS, is just one example. Another very significant change is the announcement that by 2020, GM local authorities will retain all council tax and business rates income – but this comes at the cost of the removal of all central grant funding to councils. This means that local authorities will need to become self-funding by 2020, and will only be able to spend whatever they can raise in income. We should not underestimate the challenges this will pose.

Bolton’s current forecast suggests that this might mean a reduction of about £43 million in the Council’s budget, on top of approximately £145 million reductions since 2010. So driving growth in our economy becomes even more important – it is only by increasing the numbers of businesses paying business rates and the numbers of residents paying council tax that the Council will be able to invest in the Bolton which we want to see in 2030.

At the same time as local government finances are reducing, other statutory partners are experiencing drops in funding, either through reductions in government grants or as a result of increasing demand and costs. All of these local funding reductions will impact on many other partners as well, including the voluntary and community sector as the type and value of grants and contracts are reassessed.
A thriving economy which connects local people to opportunities is one of the central parts of our Vision for Bolton. Economic prosperity is a key determinant of outcomes for our residents – people in employment fare better than those who are not, across a wide range of indicators including health, wellbeing, and life expectancy. And people who are in well-paid, secure jobs have even better outcomes. We know that healthy people are more likely to get work, and that people who work are more likely to be healthy – it’s a virtuous circle.

Our ambition for Bolton is to create the conditions and environment to drive growth, promote innovation and entrepreneurship, and enable the talents of our residents and local businesses to flourish.

Our vision of Bolton’s economy in 2030 is one where our distinctive local offer, supported by the right mix of technology, skills and infrastructure, helps to attract high-growth companies who can create the types of jobs needed to compete in the future – we want our residents to be employed in highly skilled, well-paid, secure employment because we know that it’s better for them, for their families, and their communities.

Achieving this vision is key to our continued success and our ability to deliver the services which people in Bolton need. We are confident that we can create a cycle of improvement, summed up in the diagram below (which was developed by the New Local Govt Network):
Across Greater Manchester, every sector – public, private and voluntary – is involved in the radical reform of services, in order to respond to the financial challenges that we face and the increasing demand for services. We have had considerable success in recent years with programmes like Family First and Working Well, which have made a real impact on some very complex problems. But there is a need to go further and faster with these reforms if we are to deal with the demand which we can see on our doorsteps.

The scale and pace of the changes needed are very large – but the Greater Manchester approach to devolution and reform is designed around a twin-track strategy:

- Using our collective power and our relationships with government to negotiate a better deal for GM, which gives us the freedoms and resources we need to drive progress.
- Supporting each locality to develop local solutions to their specific needs, but which align with a GM delivery framework so that the ambitious GM devolution deal targets can be achieved.

In the past, attempts at reform have been limited in their success because they have often been focused on individual services or themes. But the scale of change we need to make across Greater Manchester means that the only factors which link all of our services together are the people who use them, and the places where they live and work.

Our plan for delivering the vision is built on putting people and places at the heart of everything we do. In order to deliver our ambitions, we have set out some key principles that will be the building blocks for a radical change in outcomes for Bolton. These principles are:

- Focussing on places – building services that have the needs of people and communities at their heart.
- Doing “with” rather than doing “to” – engaging and involving people, communities and organisations in making decisions and delivering services.
- Building on the strengths and assets which already exist – starting all of our discussions with “what can we support you to do?” rather than “what can we do for you?”.
- Creating behavior change which builds independence and increases local choice and control.
- Prioritising well-being, early intervention and prevention.
- Basing our decisions on data, intelligence and evidence.
- Starting from an assumption of collaboration and partnership.

By using these principles to develop new models of service, we will look to deliver more effective services for people in Bolton, which reduce repeated demand by solving problems earlier. The diagram below outlines how we plan to achieve this.
Place Based, All Age, Whole System Integration

Lifetime Care/Help
Manage High Risk and Family Impact (e.g. residential care, severe disabilities)

Co-ordinated Specialist Response
Complex Needs that can be improved (e.g. mental health, substance misuse)

Targeted Response
Identify needs early and respond quickly – single or multi-agency (e.g. school support for those needing additional help - health visitors)

Maximise Universal Provision
Promote health, resilience, wellbeing, learning, positive development (point of need e.g. GPs, midwives, school nurses, third sector)

Community Resilience
Available to all at point of need – supported by voluntary citizen action

Joint Commissioning – specialist services
Complex case co-ordination and targeted intervention

Early Intervention
Prevention

“"The right support delivered at the right time by the right people"
If we are to be successful in delivering this ambitious vision, it will depend on making change happen at every level, in every place.

We will need to manage complex programmes of change across many organisations; we’ll have to make sure they are deliverable, accountable and effective; and most importantly, we’ll need to persuade people of the need for change, and convince them to play a part in it.

To make these changes happen, we will have to:

• Engage with communities – to understand their needs, empower them, and stimulate behaviour change (in services, as well as communities)

• Deliver efficiently – service improvement and redesign, recommissioning and decommissioning based on evidence of impact

• Maximise our asset base – using our physical assets for the greatest impact.

• Achieve financial sustainability – rebalancing our finances to manage demand, reduce costs and maximise income

• Deliver digitally – using technology to support choice, improve delivery, increase independence & reduce costs

• Reform our workforce, providing them with the support they need to understand the changes we are going through, and enabling them to be active and engaged in delivering the change.
Engaging & empowering communities

Supporting our workforce

Delivering Efficiently

Maximising our assets

Sustainable finances

Digital delivery

- Shared values and behaviours
- Joined-up comms
- Shared training and support
- Culture change
- Learning organisations

- Engagement and comms
- Mapping our resources
- ABCD
- Increasing community capacity
- Increasing volunteering

- Evidencing impact
- Joint commissioning
- Service redesign
- Clustering and sharing

- One Public Estate
- Co-location
- Asset transfers

- Service migration
- Supporting choice
- Improving delivery

- Demand management
- Income optimisation
- Cost reduction
- Pooled/joint budgets
Bolton’s shared commitment to partnership work is longstanding – we have had a strategic partnership for almost 20 years, and over that time, much has been achieved by organisations and communities working together to improve Bolton and to make lives better for local people.

The Vision Partnership brings together hundreds of partners who have a stake in the Borough – public organisations, private companies, voluntary and community groups, and individuals. The range of people involved is huge, but they have a common interest in working together to achieve the best for Bolton.

As a result, we have a wealth of experience and a shared understanding that helps us to get things done. This history of working together is the foundation that we have built this plan on.

However, we face significant challenges over the coming years as public sector spending continues to decline. There is no doubt that the ongoing reductions in funding will drive change – but we have ambitions to improve outcomes for our residents so that we can manage the rising demand for services.

We know that we need to get the maximum value for every Bolton pound that is spent – we’ll do that by joining up the dots between the assets and resources that we have, and the people who make use of them.

To deliver our ambitious plans, we will need to make our partnership arrangements even stronger:

- Clear strategic oversight and leadership – helping us to join, align and connect our work, reduce overlaps and duplication, and be clear about accountability and responsibility
- System leadership – making decisions and taking action based on a real understanding of what improves outcomes and who is best placed to deliver results
- Involving residents, communities and the Voluntary and Community Sector as important local partners who can help to design and deliver services
- Increasing the involvement of businesses, recognising the contributions which they can make (to the economy and to our communities) and the benefits which they can see as a result.

We have updated our partnership structures to reflect the vision and our renewed priorities. Some of the existing partnerships have been brought together in order to deliver even closer co-operation and co-ordination; and there are areas where new or updated structures and bodies may be needed, such as the creation of a Cultural Partnership to support the “Strong and Distinctive” theme.
STRONG LEADERSHIP

We will also create a Bolton locality leadership team, bringing together leaders from key local organisations so that they can make important decisions jointly. The locality leadership team will be accountable for a number of important neighbourhood and place-based deliverables including:

- Pooled budgets in neighbourhoods
- Joint assessments of need, and risk – and a shared accountability for risks
- A single data sharing agreement
- A single approach to measuring outcomes and managing performance
- A common approach to developing our shared workforce
- A commitment to engage with neighbourhoods when taking borough-wide decisions; and to make neighbourhood decisions jointly.
- Identifying, supporting and having access to key people with an understanding of a neighbourhood or place

Members of the Vision Partnership include:

- Bolton Council
- Bolton Clinical Commissioning Group
- Royal Bolton Hospital
- Greater Manchester Police
- Greater Manchester Fire & Rescue Services
- Cheshire and Greater Manchester Community Rehabilitation Company
- Department for Work and Pensions
- Bolton CVS
- Bolton At Home
- Bolton Community Homes
- Bolton Children’s Trust
- University of Bolton
- Bolton Community College
- Local Schools
- Job Centre Plus
- Local Businesses
- Voluntary and Community Sector partners
- Faith Sector partners
Our children arrive at school ready to learn and develop

Our children are safe, healthy and active

Our looked-after children aspire and achieve

Our Children are prepared for life

People live longer, healthier lives

People can live independently, with choice and control

People stay well for longer and feel more connected in their communities

Poverty is reduced among families and children
PLACES

Creating jobs & attracting investment
A well-connected Bolton
A workforce responsive to demand
Quality housing
Strong and distinctive
Safe and welcoming
Joined-up services
Pride in places