

Bolton Locality Plan

April 2024 -
March 2029



Building a brighter future
with *you* in mind

Contents

Foreword	03
Executive summary	04
What the data is telling us about our communities	06
How we are structured	10
Our strategic aims	
1 Reduce unfair differences in health	14
2 Support connections in our communities	16
3 Help our residents to live well	18
4 Give our children every chance to succeed	22
5 Make the best use of our resources	30
6 Invest in our current staff and open the doors for the future staff	32
Key enablers	34
How will we know if we've made a difference	36

A message from Fiona Noden and Councillor Linda Thomas

We are so proud to introduce a refreshed version of our Locality Plan. This plan is more than just a document - it sets out the work we will do to make our place an ever better place to be.

Over the years, we have fostered strong relationships across our health, care, voluntary, community and social enterprise sectors because we know that together we are greater than the sum of our parts.

This plan signifies our commitment to building on the solid foundations we have in place, maximising our potential, and doing what's right for our people, both now and in the future.

The plan has been updated based on the knowledge, experience and ambition we share across our partnership and most importantly, based on what matters most to the people we serve – our communities.

We know that life is not easy with the cost of living on the rise, life expectancy in Bolton being lower than the England average and health outcomes differing greatly depending on postcode.

The scale of the challenges we face as professionals is so great that we know we can only improve things by working together, as one team.

We know we are not alone when we say that we dream of a place where

everyone has the same opportunities to thrive, and it is with that in mind that we will take this plan forward and do everything within our power to make this a reality.

A huge thank you for the contributions you have made in shaping our plan, and for the part you will play in bringing it to life. Please share this with your teams and use it to guide the difference you will make over the next five years and beyond.

Fiona Noden

Place-based lead for Bolton and Chief Executive, Bolton NHS Foundation Trust

Councillor Linda Thomas

Bolton Council and Chair, Bolton Locality Board



Executive Summary

Bolton is a town steeped in cultural richness and historical significance. We have a vibrant and active community spirit, a proud history and a bright future.

This strategy focuses on the specific needs of our communities, whilst acknowledging the need to collaborate across public services to achieve our Vision for Bolton and our people.

Firstly, we need to take stock, and recognise the challenges which Bolton, and many places like it, face.

The health disparities in Bolton have been made worse by the pandemic and the cost of living. The physical and mental health of people in our communities have been negatively impacted by a number of factors including;

- Declining life expectancy
- Less access to screening and other preventative healthcare
- Disruptions in the educational system
- Shifting consumer behaviour in town centres and high streets
- Shifting employment opportunities

We continue to be clear in our vision and strategic goal of making Bolton an active, connected and prosperous borough. For many years, Bolton Council, VCSE organisations, and health partners have collaborated on the issues impacting the people of Bolton.

This plan outlines our pledge to support

the preventative agenda, develop creative solutions, and explore the use of cutting-edge digital technologies, particularly artificial intelligence, in order to meet these challenges.

We cannot do this on our own. We will collaborate more with our communities, drawing on their expertise and understanding of Bolton, in order to develop practical solutions to Bolton's challenges.

Over the next five years we will work together to:

- 1 Reduce unfair differences in health
- 2 Support connections in our communities
- 3 Help our residents to live healthy lives
- 4 Give our children every chance to succeed
- 5 Make the best use of our resources
- 6 Invest in our current staff and open the doors for future staff

Together we are one Bolton Team



Our key principles

As a Locality we commit to:

- ✓ Start with the people and place of Bolton
- ✓ Be one team, with a shared sense of purpose, vision, approach and accountability
- ✓ Build a sense of trust to deliver person/community centred services
- ✓ Be honest, kind and inclusive offering mutual support and respect
- ✓ Be brave, bold and bring energy to the way we work
- ✓ Listen and learn from each other and our communities
- ✓ Be open, appreciative, curious and creative
- ✓ Test assumptions, positively challenge
- ✓ Add value – make a difference and work smartly

Vision

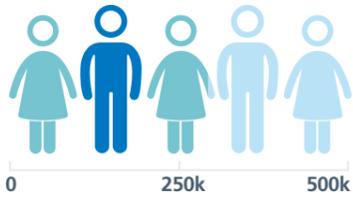
A healthy population who live well for longer

Mission

To work together with our communities to empower the population of Bolton to live well for longer

What we know about our communities

Bolton's population is approaching **300,000**



are from communities facing racial inequality

9.8% of Bolton's population provide between 1 and 50 hours of unpaid care per week



of Bolton's adults would have difficulty understanding health information

5.4%

of people are not in paid work due to being long-term sick or disabled



The percentage of people aged 16+ have a disability

18%

Main languages spoken English, Gujarati, Punjabi, Polish, Arabic and Somali



32%

of Bolton's adults are physically inactive

50%

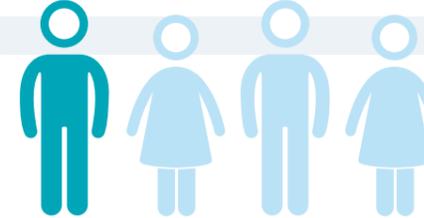
of Bolton's adults are eating the recommended 5-a-day

60+

17% of people currently on the Housing Register are aged 60+



72,458 the number of children in Bolton



1 in 4 adults

in Bolton experience at least one mental health problem

24.7%

Primary school pupils eligible for free school meals

England average

24%

71%

Of people surveyed in 2022 that reported high or very high anxiety

National average

40%

5,695 LGBTQ+

Data collected for the first time tells us that there are 5,695 LGBTQ+ people



26%

live in an area that is among the 10% most deprived nationally

56%

of the population live in an area that is among the 30% most deprived nationally

1,469

Bolton residents have a different sex from the one registered at birth

29% of respondents to a Bolton survey were really struggling with the rising costs and were unable to cope financially



The proportion of Bolton's children living in relative poverty

22%

11 Years

Difference in life expectancy between our communities

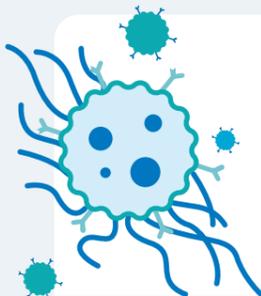


Alcohol

23% of Bolton's adults drink over 14 units of alcohol per week

Diseases

Circulatory, respiratory, cancer and digestive diseases together account for over 60% of the life expectancy gap within Bolton



14%

of Bolton's adult population are smokers



5,368

Number of babies born in Bolton this year



10,444

adults receiving care and support from the local authority

4,331

adults in Bolton are receiving long-term support

What our communities have told us is important to them

When developing this strategy we used a variety of methods to engage with our Bolton residents to understand what's important to our communities in terms of public services so that we can place this at the centre of our strategy. Key themes and issues included:

Access to health and care

"I don't want to explain health conditions to receptionists when booking appointments. This is embarrassing. Improved ways to book appointments rather than ringing 30-80 times just to get

through to try to get seen by a doctor."

"Being able to get a GP appointment is a challenge."

Waiting times for health care

"My top priority is speedy access to frontline services."

"I would also like a simple one stop shop for folk to have X-rays and bone density scans instead of long waits in A and E."

"I was told there were no same day appointments and to take child to A & E for a non-emergency."

Giving children and young people the best opportunities

"You should focus on physical education more in schools, and promoting and holding more outdoor activities or groups for children as lack of things to do."

Money/finance

"We worry about charges for services in the future and won't be able to afford the care we need."

"Funding for NHS is vital. They do a wonderful job but they just don't have enough money."

Mental wellbeing

"Mental health services are not there when we need them - there is a lack of well trained and well paid staff."

Accessibility and digital communication

"You should prioritise providing an excellent accessible service for the community."

"My elderly relative keeps getting endless messages including surveys from our GP surgery and he finds them distressing because he can't read the messages."

More support for the most vulnerable in society

"Mental health needs more focus and opportunities for people to engage in wellbeing activities including community support and social opportunities especially for those more vulnerable i.e. long term unemployed, people with disabilities, low income families, the homeless and people with drug and alcohol issues."



Voice and Influence Enabler Group

To ensure that the priorities of our communities in Bolton are weaved into all of our change and improvement initiatives, a cross-locality group has been established. Led by our VCSE partner Bolton CVS, the Voice and Influence Enabler Group will assist us in achieving this goal. We are aware that building fresh relationships with our communities, where they collaborate with us to develop services and hold us responsible, is essential to our success as a community.

How we engaged

- ✓ Attended community groups across Bolton
- ✓ Held online drop-in sessions
- ✓ Visited warm spaces hubs at Bolton libraries and chatted to shoppers at Bolton Market
- ✓ Digital engagement with the public and partner organisations via an online survey and social media channels

How we are structured

Bolton locality is one of ten localities (sometimes known as place-based partnerships) that have been established under Greater Manchester Integrated Care Partnership. A locality is an alliance of health planners, providers, local authorities, and members of the community who have come together to make best use of pooled public resources, to enhance the health and well-being of local inhabitants. As a locality partnership, we can collaborate more effectively to accomplish the goals that Bolton people care about. There are a number of groups and

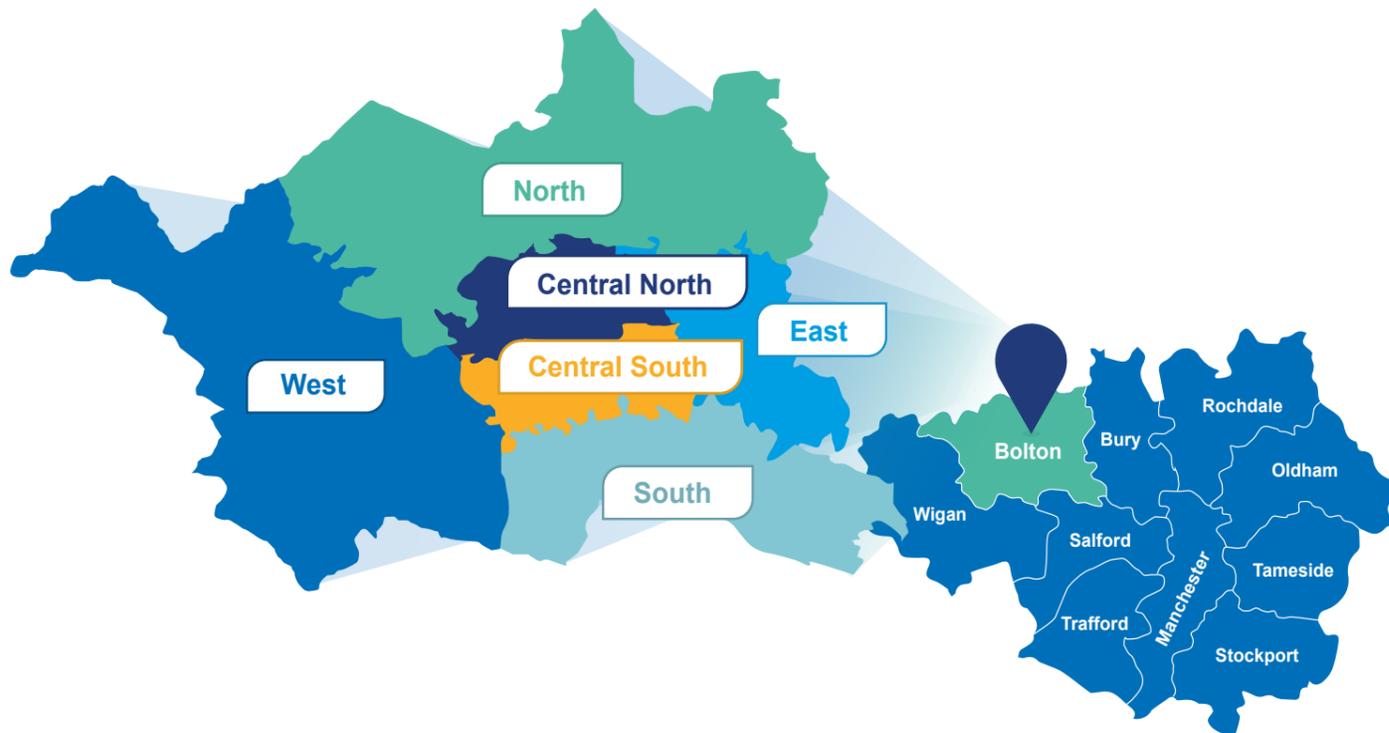
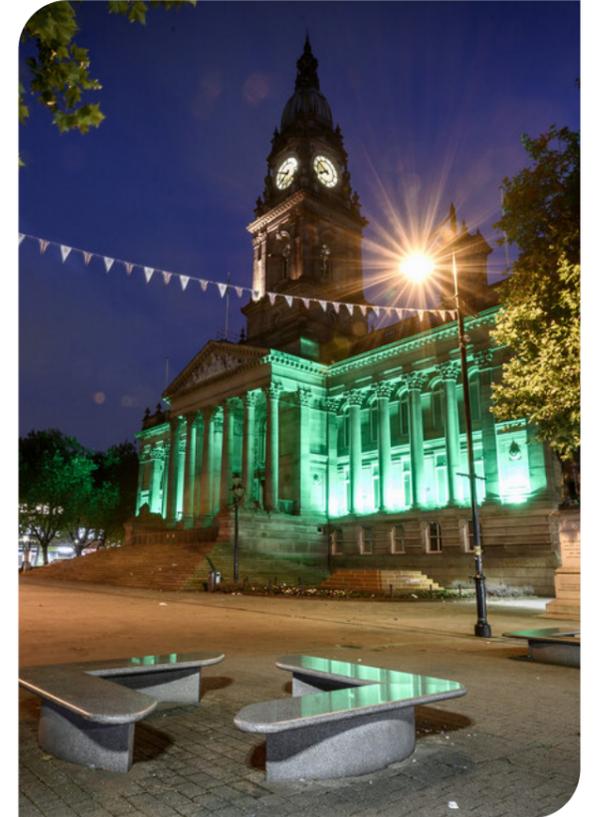
committees which support the Locality Board to achieve our aims and fulfil our responsibilities. Each of the groups, integrated partnerships and committees in the structure has representation from partners across Bolton and has made a commitment to engage residents in shaping decisions.

Clinical, political and public involvement is critical to all aspects of the locality structure from neighbourhood to Locality Board level. This is reflected in these groups being valued members of change-leading and decision-making groups throughout the governance structure.

Health and wider determinants

We know that the determinants of health are complex. Healthcare only accounts for around 20% of what makes us healthy. To do the best we can for Bolton residents we need to deliver both optimum health and social care provision, as well as ensure Bolton has strong economic development, connected communities and developed green spaces.

In order for us to do this effectively in Bolton we have two key boards working together. The Active, Connected and Prosperous Board (ACP) focuses on achieving the Bolton 2030 outcomes and the Locality Board leads on addressing inequalities and securing the best outcomes across health and social care. This strategy focuses on the aims, programmes and outcomes of the Locality Board whereas the ACP Board work is detailed on [Bolton Vision's website](#).



Map shows six Bolton neighbourhoods and where the locality sits in Greater Manchester

Role of ACP Board (our Health and Wellbeing Board)

- Advisory with oversight of progress made against achieving Bolton2030 outcomes
- Provide a strong focus on establishing a sense of place
- Instil a mechanism for joint working and improving the wellbeing of their local population
- Set strategic direction to improve health and wellbeing

Role of Locality Board

- Lead on health-related outcomes
- Addressing health inequalities
- Coordinate the action of all members of the place-based partnership – determining local system-level priorities in alignment with the ICP Strategy
- Responsible for delivering core NHS GM functions required at a place-level to make effective use of resources, improve population health and tackle inequalities
- Discharge commissioning responsibilities on behalf of local authorities, as agreed by each local authority

Our six strategic aims

Through listening to the voice of Bolton people, we have arrived at six strategic aims we will advance by pooling resources, expertise and intelligence. Since these strategic aims are an extension of what we worked towards in our previous Locality Plan, they should feel familiar. These strategic goals also align with the conclusions and objectives of locality strategies and reports, such as the Greater Manchester ICB Health and Care Strategy and Forward Plan, the Active Connected and Prosperous Strategy, the Public Health Annual Report, Bolton's vision for adult social care and Bolton NHS Foundation Trust Clinical Strategy.

We will create annual delivery plans detailing how we will progress these six strategic aims.

1. Reduce unfair differences in health

Reducing the unfair and preventable disparities in health which impact the quality of life, care options, health conditions and life expectancy Bolton people experience

- ☞ Sometimes, I feel that you can often be overlooked because of your gender and age.
- ☞ Unfair differences to health pops out. There are postcode lotteries - everyone should get the same access.
- ☞ Getting appointments is different throughout the borough, for example Horwich is different to Westhoughton.

2. Support connections in our communities

Improving the impact of our services by having Bolton people as our partners in the development of holistic community centric services

- ☞ There should be better links between the job centre and the doctors and other public services.
- ☞ We need to be more active to promote health and well being.
- ☞ Empower people and patients so they can help themselves and understand what's needed.
- ☞ Connections in the community is very important - how do I look after myself, local initiatives in the community to join (active groups). Signposting initiatives, community groups for the public to join and 'keep active'.

3. Help Bolton people to live healthy lives

Providing proactive, innovative, high-quality, and timely care throughout a person's life, which supports them to live independently for as long as possible

- ☞ My top priority is speedy access to frontline services.
- ☞ I would also like a simple one stop shop for folk to have X-rays and bone density scans instead of long waits in A and E.
- ☞ Being able to get a GP appointment is a challenge.

4. Give our children every chance to succeed

Giving our children the best possible start in life, so that they have every chance to succeed and be happy

- ☞ Early intervention is key. We need to stop kids falling into the water, rather than pulling them out."
- ☞ Being able to access GP appointments for kids on the day you request one.

5. Make the best use of our resources

Understanding the most significant drivers of both cost and demand in the system as well as introducing efficiencies, cost reductions and quality improvements

- ☞ We worry about charges for services in the future and that we won't be able to afford the care we need.
- ☞ Funding for NHS is vital. They do a wonderful job but they just don't have enough money.

6. Invest in our current staff and open doors for future

Improving the recruitment, retention, training and leadership pipeline for those working in/ aspiring to work in the health and care sectors

- ☞ Mental health services are not there when we need them - there is a lack of well trained and well paid staff.
- ☞ Nursing staff at Bolton hospital were top notch every time I've been in.
- ☞ Not only invest in our staff but invest in the community, put on digital sessions, how to access digital letters and text for example.

Strategic aim 1: Reducing unfair differences in health

Context

Unfair and preventable disparities in health between various social groups are known as health inequalities. They impact people's quality of life, care options, health conditions they may encounter, and expected lifespan. Everyone should have the chance to live a healthy life in order to reduce health inequalities.

The circumstances in which we are born, grow, live, and work are known as wider determinants of health and are known to be drivers of health inequalities. The broader determinants of health are frequently connected. For instance, an unemployed person may be more likely to reside in sub optimal housing with limited access to green space and healthy food. This indicates that certain populations and groups have a higher likelihood of having poorer health than the overall population. It is also more likely for these groups to encounter difficulties getting access to care.

Striving to provide preventative and targeted support to our most vulnerable and deprived communities as well as



striving for equity of access will be key to achieving this strategic aim. It will take time to see outcome improvement against this strategic aim but these will be overseen and driven by programmes within both the Locality Board and ACP's remit.

Engagement findings

Residents have expressed concerns around equity of access and equity of provision across Bolton. In addition residents fed back that it was difficult to navigate health and care systems when there is a complex health need. Addressing these areas will form a key part of the improvement plans against this strategic aim.

Core 20 + 5 clinical focus areas

We will use the national Core20PLUS5 framework to support the reducing of unfair differences in health. Our progress will be monitored by an Outcomes framework.

Adults	Children
<ul style="list-style-type: none"> Maternity Severe mental illness Chronic respiratory disease Early cancer diagnosis Hypertension 	<ul style="list-style-type: none"> Asthma Diabetes Epilepsy Oral health Mental health
Plus population groups (all age) who we will provide targeted support to	
<ul style="list-style-type: none"> People with drug and alcohol dependence Asylum seekers and refugees Carers 	<ul style="list-style-type: none"> Gypsy, Roma, Traveller communities Learning Disabilities / Autism / Neurodiversity

As well as providing defined support to the clinical areas in the table above, the Core20PLUS5 framework asks us to identify and provide targeted support to the most deprived areas within Bolton. We will treat these residents as we do any other equality target group by working with them and:-

- Strengthening their voice
- Identifying and reducing any barriers to access via health literacy/ communication

- Undertaking training and development across the system to increase staff understanding of health inequalities, ensuring we make every contact count and become trauma aware organisations
- Ensuring that all partner services shape their offer by taking into account and mitigating for the wider determinants of health, including deprivation and poverty e.g. cold homes, lack of access to transport, insecure employment

Useful links

Bolton Public Health's Annual Report:

An updated picture of the health of people living in the borough.

Fairer Health for All Framework:

Shared principles for delivery against GM Strategy and ICS priorities to reduce health inequalities and create a greener, fairer, more prosperous GM across the lifespan.

Strategic aim 2: Connecting our communities

Context

To improve the impact of services we will work in partnership with Bolton people to further develop a holistic community centric provision. A large-scale change programme is underway to, where appropriate, link the following services into our six neighbourhood footprint:

- Dentists, pharmacists and opticians
- Local Primary Care Networks (all GP practices)
- NHS therapists, community nurses and mental health practitioners
- Wider public services i.e. police and housing providers
- Patient/public representatives
- Social care teams
- Voluntary, Community and Social Enterprise sector providers

By working across six neighbourhoods we aim to:

- Simplify how local communities navigate health and care services
- Raise awareness of non-clinical support options available
- Utilise and encourage development of community assets that already exist within a local area
- Design and deliver health and care campaigns specific to local population needs
- Use neighbourhood knowledge to inform the commissioning of services to improve outcomes, and reduce unwarranted variation and inequalities
- Build on effective multi-disciplinary team working to provide holistic care for people with more complex and chronic long-term conditions

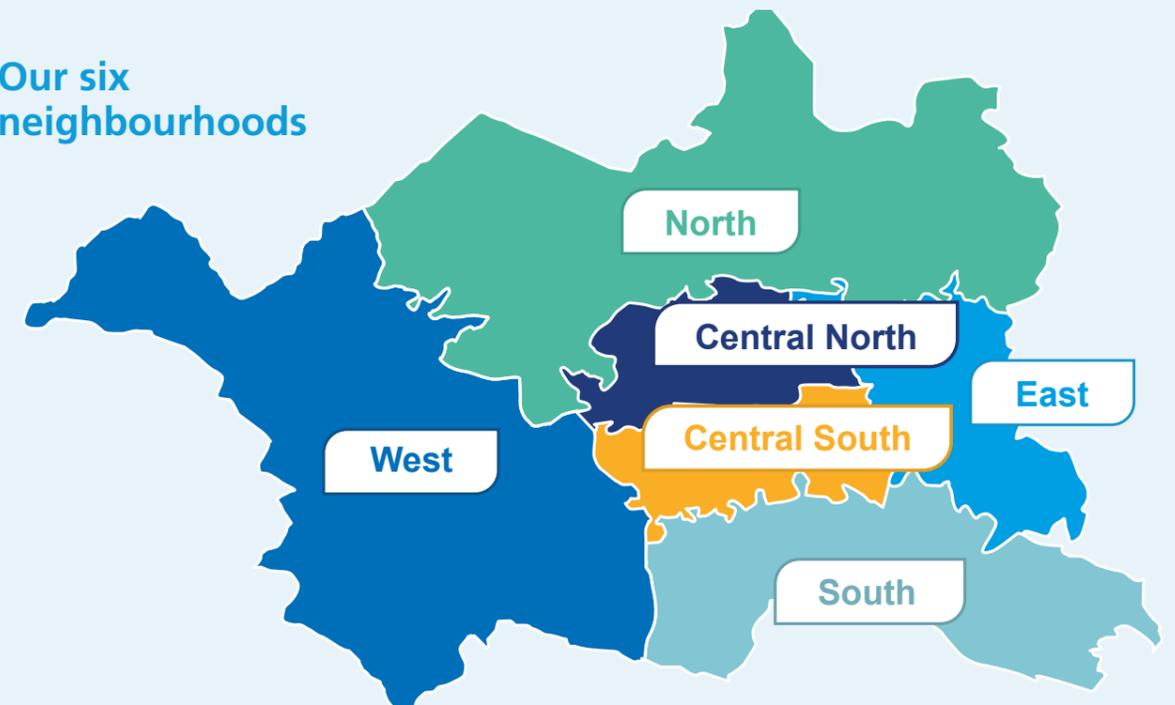


Some areas of focus

We will continue to:

- Understand the needs and assets of our neighbourhoods, and shape evidence-based interventions and services to meet these needs and develop them further
- Develop a proactive care model to enable people to live well and in their own home for longer
- Build strong relationships and ensure seamless service delivery
- Empower people to take control of their health and wellbeing
- Connect people to community assets and statutory services for practical and emotional support
- Grow resources to connect individuals and groups at a local level so they can achieve more together and ensure two way communication between services and communities

Our six neighbourhoods



Engagement findings

Colleagues across the partnership have suggested that teams working together, outside of their organisational boundaries, to support residents in more innovative ways would improve their impact. This will form a core part of this strategic aim.

Strategic aim 3: Helping Bolton residents to live healthy lives

Context

We all want to live in a place we call home, with the people and things we love, in communities where we look out for one another, doing things that matter to us.

As a Locality Partnership we all share an ambition to work with individuals and communities to help prevent the need for care and health services, but to have services that are responsive to needs when they arise.

Providing proactive, innovative, high-quality, and timely care is challenging

due to our demographics, the increased demand for healthcare services and the presentation of increasingly complex healthcare needs. This section identifies some of the main areas we will be concentrating on in the coming years. We have recovery plans to decrease unnecessary variation in the provision of services, improve quality by lowering wait times for cancer, mental health, urgent and emergency care, planned care and social care.

Key to our success will be working closely with our voluntary sector services to explore preventative, community asset based provisions where possible.

Some areas of focus

Detecting care needs before illness

We are committed to utilising population health management tools to anticipate care needs and provide support and preventative care before crises occurs. We will use a strength-based approach to understand and maximise opportunities to develop what individual residents can do rather than what they can't do. Regionally this approach has led to a reduction and delay of people needing formal adult social care services.

Further Reading:
Carnell Farrar, Strategic Financial Framework, Bolton Place analysis

Empowering our key services to reduce their waiting lists equitably

To provide safe care during the pandemic we had to pause some elective services. This resulted in a backlog of patients waiting for treatment, which we have been working hard to reduce. To address the challenges we know we need to work innovatively and this is something we have already started and aim to continue to do over the next five years. We have seen successes in our advice and guidance service which allows our GPs to work with consultants to create

management plans for patients, and when clinically appropriate, avoid the need for a resident to attend the hospital and wait for an appointment.

Our primary care offer

In 2022-2023 Bolton GP practices delivered 1,843,915 appointments, more than 7000 appointments a day. This is 11% more than pre-pandemic. Through the Bolton Quality Contract delivered by primary care we have seen prevention services being delivered including the uptake of immunisations, screening and chronic/long term conditions management. This has been possible due to the hard work of staff through challenging times. There is more to be done though to respond to the increased demand being experienced and over the next few years we will be working

hard to make it easier to access the right care when it's needed. Key to enabling us to do this are our plans to continue to work with the GM teams to deliver a sustainable primary care system.

Developing our urgent care offer

Over the past few years we have improved the care we offer closer to people's homes to help avoid deterioration and hospital admission. This has included our two hour urgent response service supporting those who have fallen or are experiencing a health or social care crisis, where clinically safe, at their usual place of residence. This has reduced the number of residents who need to be transported to hospital in an ambulance every day (85 ambulances per day in Jan 2020, 62 per day in Jan 2023).

We still have high demand and are still struggling to meet the national standards, and we know we need to continue to think and act differently so that when our residents are in a health crisis they are able to access the urgent treatment they need as soon as possible. To help deliver this we plan to continue to expand our Urgent Treatment Centre and our community support services.

Maturing our mental health offer

Over the past few years we have been working hard to create a more preventative and varied offer for those experiencing mental illness.



We have co-designed new services with those who have experienced mental illness and been able to create new services which truly meet the needs of local populations including the Listening Lounge (an alternative to ED for those experiencing a mental health crisis and the Living Well service (primary care level service for people with mild to moderate mental health needs). Partners have also developed a Suicide Prevention Strategy which will be embedded over the next year.

Our focus over the next five years will be to enact our Mental Health Strategy so that we have a mentally healthy locality where every child, adult and place matter. In order to achieve this we will take a whole system, whole society approach so that when a resident experiences mental health issues, whichever service they have presented to is able to link them into the support they need within a timely manner.

Further Reading:
GM Mental Health Strategy

Prevention

We will work with people and designing our services so that they can be more proactive about their health and wellbeing. This will be key to changing the way we deliver our services. Across health and care a strengths-based approach will be adopted which will consider at every contact whether a person has needs that can be prevented, reduced or delayed.

Making Bolton an even better place to grow older

We want older people in Bolton to stay healthier, independent and fulfilled for longer. The active, connected and prosperous Board will lead on creating an inclusive and supportive environment for financial wellbeing and a more inclusive society to alleviate social challenges faced by older people. This will include enhancing access to preventative services including mental health support, falls prevention and nutrition and hydration support.

Better support for those at end of life

Nationally 1% of the population are expected to have palliative care needs at any given time. Our GPs have 1,430 patients that are registered as having palliative care needs. That is 0.45% of our total population. Work is ongoing with system partners to identify people receiving palliative care and ensure that they have advanced care plans in place to support them (and their carers) at the end of life.

Supporting residents to remain independently at home

We want to support our residents to stay independently at home for as long as possible. The voluntary sector, local authority and health care providers will work together to signpost residents to services that will support them to live well at home. This includes social interest groups,

support with everyday tasks and crisis intervention services.

We want to continue to expand this offering and will look to do so with Bolton people.

Carers

More than 25,980 of our residents are providing unpaid care, often alongside work or education, for someone who otherwise could not manage without their help for a variety of reasons. This includes but is not limited to age, illness, disability, addiction or poor mental health.

Engagement with residents to develop the 2023-2025 Carers strategy found nearly 70% of the people surveyed identified as carers. Nearly 40% want more access to day care and short term respite, such as weekends or evenings, some in their own home. Others who did not state that they were “only doing what a daughter should do” or that as a parent of a disabled child (or adult) they struggled to be identified as anything more than a parent. We are committed to improving the support that all age carers receive and delivering against the strategy.

Engagement findings

Key themes in our resident engagement included:

- Improving access to high quality, core services and reducing long waits
 - The need for improved communication; cancelled appointments, test results and what services are available
 - Support for residents to self- manage
 - Improving the system navigation when a resident has complex health needs
- Colleagues in the partnership also raised concerns that vulnerable adults do not currently have the optimum service within our pathways. These concerns will be addressed through our work programmes.

Useful links

[3 year national elective recovery plan](#)
[Bolton FT Clinical Strategy, 2023-2029](#)
[2023 Primary Care recovery guidance](#)
[GM Primary Care Blueprint](#)
[Delivery plan for recovering urgent and emergency care services, 2023-25](#)
[Bolton JSNA Mental Health and Wellbeing](#)

[GM Mental Health Strategy](#)
[Bolton Hospice](#)
[Palliative and End of Life Care, Statutory Guidance, 2022](#)
[Bolton's Age Friendly Strategy 2023-2026](#)
[Bolton Carers Strategy, 2023- 2025](#)

Strategic aim 4: Give our children every chance to succeed

Context

In Bolton we are committed to working in partnership to ensure every single child has the best start in life. Achieving this is so much more than the health and care offering, it's about the

environment keeping our children safe and protected from harm, feeling they belong and achieving their full potential. As such the focus areas within this strategic aim are aligned with those in our Active, Connected and Prosperous Board.

We will continue to work as a partnership towards shaping our services offerings in a way which supports reduction of inequalities in access to and uptake of the preventative health offer.



Some areas of focus

Bolton's Family Hub Offer

Bolton received funding to develop the family hub agenda, providing support to families from pre-birth through to adulthood and for children with SEND to age 25. Five family hubs were launched in 2023. We will extend and further develop our family hub offer to provide joined up, whole family help to our families, local to where they live. The family hubs will be the vehicle for us to collaborate and integrate our approach to family help across our children's partnership.

Safeguarding

As we develop our family help offer through our family hubs we will be more responsive to children's needs at an earlier opportunity. As we develop our offer to families together, we will better recognise those children who need a higher level of intervention to keep them safe. We plan to further develop our integrated front door so children receive a cohesive and swift response to reduce harm quickly.



Healthy Child Programme

Ensure the ongoing delivery of a comprehensive, Healthy Child Programme for all children, young people and families in the borough from birth up to 19 years (25 years for SEND and looked after children). This multi-agency led programme offers support across a continuum of need from prevention and universal approaches through to targeted and specialist services for families with additional needs. This includes preconception care, access to childhood screening and immunisations, and development reviews. Health improvement advice and interventions cover a range of specific children and young people's health and wellbeing issues including oral health, nutrition, emotional wellbeing, sexual health, and substance misuse.

SEND

Key areas of work include refreshing the SEND JSNA, reviewing the local area SEND Strategy and SEF, the introduction of multi-agency audits and the launch of an ADHD pathway.

SEND Executive Board

We have established a SEND Executive Board, chaired by the Director of Children's Services. This facilitates effective and efficient joint decision making regarding SEND across the LA, GM ICB, FT and Parent Carer Forum.

Safety Valve

Bolton are part of the Department of Education Safety Valve programme. Among other things this has helped us to enhance the SEND offer locally including expansion plans for our special schools, the opening of new resourced provisions in primary schools and the development and delivery of a SEND and Inclusion training programme for school staff.

Autism in Schools

Bolton are part of the GM Autism in Schools Project, working with 3 secondary schools to further develop their practice in meeting the needs of children with autism. This is a local area approach including training delivered by a range of partners, support for parents provided by our Parent Carer Forum and eliciting the voice of children and young people to inform development work.

Children and young people's mental health and wellbeing

Following Covid-19, partners in our communities and across our system have worked innovatively together, ensuring we have delivered flexible services to support the mental wellbeing of children, young people and families in Bolton. We want to build on this, and provide early support to more families in Bolton, by delivering several initiatives including expanding our mental health in schools offer, raising awareness of our award-winning Be Kind to My Mind campaign, and improving access to our mental health services.

Engagement findings

Comments from resident engagement in this area focused on the need to increase a whole family approach to provision, with more interventions/services to be made available for vulnerable children and which jointly support the physical and mental health of our children and young people.

Bolton Together, a consortium of Bolton VCSE providers supporting Children and young people, oversaw a large engagement exercise with 0-19 year olds in 2021-2022, many of the recommendations still require further focus over the next five years including improved support with low level mental health, improved support to navigate the system. The findings are detailed in this [report](#) and [video](#).

Links to case studies

Case studies on collaborative work to improve quality of life for Bolton communities can be found [here](#).





Outcome for Bolton Our children get the best possible start in life, so that they have every chance to succeed and be happy

Our children and young people...

Aspirations for our children and young people

Are **Safe** and protected from harm

Are **Healthy** in their physical and mental wellbeing

Achieve their potential

Feel they **Belong** in Bolton

Priorities for the board

- Our children and young people are safe at home and in the community
- Reduce the number of children who go missing from home
- Our children and young people are protected from being exploited
- Reduce incidence of serious youth violence
- Children are supported to live with their families

- Our children and young people are active
- Our children and young people are receiving their health checks and immunisations
- Families are supported for healthy life choices
- Our children and young people are maintaining a healthy weight
- Children and families can access support for their emotional health and wellbeing
- Children live in warm and healthy homes

- Our children and young people have access to the appropriate level of support
- Our children and young people have necessary social skills for adulthood and belief in their abilities
- Our children and young people are able to access employment, education and training
- Our children and young people are supported well through transition periods

- Our children and young people are cared for in their communities wherever possible
- Our children and young people and families have a voice that is listened to
- Our children and young people have opportunities to actively engage with their local communities where they want to

Cross cutting Priorities

Our families have access to resource and support
Our children are ready for school

Our children and young people are happy in education
Our families are safely staying together

Principles for the board

Voice

Community first

Co-production

Resilience

Building on Bolton's strengths

Strategic aim 5: Making the best use of our resources

Context

The financial pressures facing health and social care provision have intensified, notably due to high inflation which is increasing the cost of providing care to the boroughs' population. The demands placed on service provision continues to rise as does the pressure on all health and social care sectors to achieve performance targets.

As a locality, understanding the most significant drivers of both cost and demand in the system as well as introducing efficiencies, cost reductions and performance improvements are a priority. We will continue to work in harmony so that financial balance can be achieved without undermining the sustainability of providers of care or moving pressure from one part of the locality to another.

To improve health outcomes in our population, Bolton Locality is committed to continue to support the achievement of the GM Green Plan by reducing harmful carbon emissions, and investing in efforts that remove greenhouse gases from the atmosphere. This ambition is linked to the Bolton ACP Board's clean and green aim where there are a number of workstreams in Bolton to reduce pollution and expand the green infrastructure.

Useful links

[Bolton Vision 2030: Clean and green ambition](#)

[NHS GM Green Plan](#)



Some areas of focus

Achieving financial stability

The primary focus within the Bolton system will be to stabilise the financial position of the ICB, Foundation Trust, VCSE and Local Authorities within the next two years. This will be achieved via reviewing system wide spend to:

- Minimise duplication
- Ensure quality and productivity
- Develop innovative workforce models across the locality
- Embed an open book approach with all partners to ensure whole system stability

Key to achieving this strategic aim will be engaging with partners and colleagues to generate innovative, strength-based ideas to improve our use of resources.

Shifting the balance to a population health approach

We are also keen to establish and deliver our locality population health approach and the priorities within

NHS GM Fairer Health for All, national Core 20 plus 5 model and the 2023 Carnell Farrer GM Financial review. We will focus on identifying schemes which support prevention, which will impact the leading modifiable causes of inequalities in health at place and which address gaps in terms of delivery, quality or outcomes and create a financial strategy for investing to save in these schemes from year three.

Working more closely together

Working closer together as a partnership allows us the opportunity to further explore the integration of services amending the skill mix within teams to avoid disruptions and delays in service provision.

Exploring digital opportunities

As a locality we will continue to explore, and implement where appropriate, the exciting opportunities digital technologies (including AI) offer to increase productivity, free up valuable staff time, enabling better care and support for patients.

Engagement findings

Internally, colleagues across the system raised concerns around having the space to be innovative and creative under the pressure of finding financial balances.

People in Bolton expressed concerns around the experienced deterioration in service offerings, linking this with lack of funding. In addition the risk that the NHS would become privatised was raised.

This internal and resident feedback will be addressed as part of the communications element of this delivery plan.

Strategic aim 6: Invest in our current staff and open the doors for the future staff

Context

When it comes to how we provide healthcare, we have some ambitious goals. Colleagues who work in the health and care sectors are essential to achieving these goals. All Bolton partners showed incredible resilience and commitment during the Covid-19 pandemic, but this often came at a great cost to their health and wellbeing. In addition our impact has been slightly hampered by the gap

in availability of certain skilled worker cohorts. Our locality workforce pressures have increased the burden of care being placed on our paid and unpaid carers, which we are keen to reverse.

This strategic aim encompasses both our existing workforce as well as our future workforce. We want to implement programmes which improve colleagues wellbeing, allow for skill development and promote diversity.



Case study

Primary Care, and particularly general practice has had the advantage of the Additional Roles Reimbursement Scheme (ARRS) initiative. This has increased the Primary Care Networks workforce and offered flexible solutions to patients and more capacity into neighbourhoods.

To progress this opportunity further we must integrate not only across primary care disciplines but also with the wider public sector, voluntary sector, and the business community to make the most of our workforce, local services, and buildings.

Some areas of focus

There are four key themes to our emerging workforce plan to achieve this strategic aim:

Continue to develop the #TeamBolton culture

Key to achieving this strategic aim will be engaging with partners and colleagues to generate innovative, strength-based ideas to improve our use of resources.

- It's less about who employs you, and more about who you are trying to make a difference for - Bolton people.
- We will set up our systems and processes in a way so that colleagues across all partners see collaboration as the day job rather than an add on.
- We will promote good employment practices, including supporting our workforce to be well whilst addressing inequalities faced in the workplace.

Recruitment, retention and training

- How does our workforce start to reflect the population we serve? We want to grow a generation of children who can see themselves working in these areas in future.

- We will focus on developing career paths which make colleagues feel supported to develop. We will embed infrastructure which allows colleagues to move into roles in other Bolton organisations, and which allows volunteers to move into paid roles.
- Review how we make people apply for jobs, for instance interviews before application in one setting.
- Develop apprenticeship offers that cut across different organisations in the locality.

Infrastructure and service delivery

- Simplify and challenge systems, policies and processes that get in the way and create barriers.
- We will develop systems that are intuitive and talk to each other.

Leadership

- Joint leadership development programmes.
- Management aligned across health and social care.
- Talent management together – ensure our communities are represented in our workforce.

Key enablers

In order to be the best we can be, we have made a commitment to align more closely on key enabler functions including our digital and business intelligence functions.

Approach to digital

Digital transformation of health and social care can help prevent people's health and social care needs from escalating, personalise the care they receive, reduce health disparities, improve the experience and impact of people providing services and transform performance of services. A Digital Partnership has been created within our locality with representation from Bolton partners.

Priorities for the partnership include:

- Standardising accessibility and tackling digital exclusion/promoting digital inclusion.

- Ensuring the integrated Health and Social Care Partnership estate is equipped to support co-located teams and enable access to partner organisations' IT, telephony, print and systems.
- Development of Bolton Community Information Directory.
- In social care, the aim is for 80% of Care Quality Commission (CQC) registered providers to have digital social care records.
- Continue to roll out the Greater Manchester Care Record which brings together information from NHS and care services across all 10 Greater Manchester boroughs into one joined up record, so that information can be accessed by frontline health and care workers, wherever service users receive their care.

Approach to using Business Intelligence

Good intelligence makes best use of the available data and information to support insights and inform decisions. It plays a core role in designing, delivering and transforming local services so that they deliver improved outcomes for our residents and improves efficiencies/value. Ultimately, intelligence is to help people understand the local picture and help to make decisions.



How intelligence will continue to be used

For strategic groups and Boards
Comprehensive analyses drawing together intelligence and insights (quantitative and qualitative) to inform the development of strategic plans and activities.

For Elected Members and Governors
Ward level intelligence and insight about local issues to support informed decision making and effective influencing of strategic decision making.

For community and voluntary groups
Local intelligence and comparison to

other areas, to support the preparation of bids for funding.

For service improvement
Comprehensive thematic or topic specific needs assessments to inform the development of service specifications; to fulfil our duties under the Care Act to stimulate the markets; to inform commissioning strategies of our commissioning approach at a neighbourhood level; to meet local population needs and to deliver on our Locality Plans.

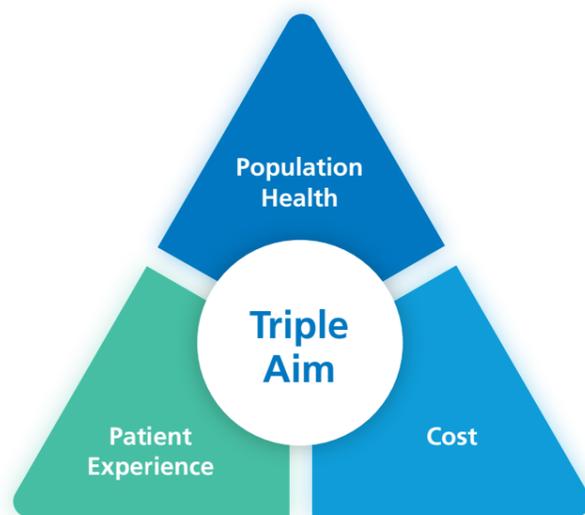
For operational delivery
More real time intelligence and data is to be used on a day to day basis to inform service delivery and operational decisions.

How will we know if we've made a difference?

Improving the services people receive and the results for Bolton's dynamic population is a priority for all partners in the integrated health and care system. We aim to advance the adoption of an outcomes-based commissioning model over the next few years, with a single budget allocated to well-defined populations. By doing so we can reward outcomes over activities, promote early investment and reduce duplication across the health and care system.

Embedding the triple aim

The Triple Aim is a framework that describes an approach to optimising health system performance through the simultaneous pursuit of three dimensions. It is designed to encourage action on a set of common goals that require collective action between NHS and wider agencies. All locality change programmes will consider the impact on the triple aim.



Outcomes Framework and delivery plans

We will have an overarching five-year outcomes framework which will demonstrate progress against the strategic aims on population aims. Annual delivery plans will be created to describe what we are doing against the six strategic aims. These delivery plans will be overseen by the Locality Board.

In some cases the outcome measures span both the remit of the Locality Board and the ACP Board, in which case one will lead on the measuring progress against the measure and the other will have sight of the progress.

Governance

The following place based sub-committees are established and will report directly to the Locality Board. Each committee is responsible for assuring progress against the strategic aims described in this document:

- Primary Care Commissioning Committee (PCCC) (also reports to the GM PCCC)
- Strategy, Planning and Delivery Committee
- Finance and Assurance Committee
- Place Based Leadership Team
- System Quality Group
- Clinical and Care Professional Leadership Forum

Looking forward

A plan is nothing without the people delivering and driving its ambitions, and every member of the Bolton locality has a part to play in this.

We have bold ambitions, but they are achievable if we all come together as one team.

Our aim is that this plan will not be a document on a shelf, or a link on a page – but a living, breathing vision for how we support and care for the people in our communities, for the people of Bolton. We will regularly review its contents and the areas of focus detailed to ensure it reflects our priorities.

Thank you all for your contributions to this plan, and for the contributions you will make over the next five years.

With thanks to Bolton Council and Bolton NHS Foundation Trust for supplying the images and artwork in this document

Further Reading

- [Bolton Public Health's Annual Report](#)
- [Bolton Vision 2030](#)
- [NHS GM Green Plan](#)
- [Fairer Health for All Framework](#)
- [Greater Manchester Integrated Care Partnership Strategy 2023-2028](#)
- [Case studies on collaborative work to improve quality of life for Bolton](#)

Glossary

Primary care	Primary care includes general practice, community pharmacy, dental, and optometry (eye health) services.
Secondary care	Being taken care of by someone who has particular expertise in whatever problem a patient is having. It's where most people go when they have a health problem that can't be dealt with in primary care because it needs more specialised knowledge, skill or equipment than the GP has. It is often provided in a hospital.
Community Services	Community health services cover a wide range of services and provide care for people from birth to the end of their life. Community health teams play a vital role in supporting people with complex health and care needs to live independently in their own home for as long as possible.
Urgent and emergency care	Support for any illness or injury requiring urgent attention.
Planned care	Is the name the NHS gives to health services and treatments that are not needed because of an accident or emergency but necessary following a referral from your GP or another community health professional. Appointments and treatments, including surgery are pre-arranged and planned in advance.
VCSE	VCSE means an incorporated voluntary, community or social enterprise organisation which serves communities solely within England.
Adult Social Care	Adult social care is the support provided to adults with either physical or learning disabilities, or physical or mental illnesses. The support provided could be for personal care such as eating, cleaning and getting dressed.
Public Health	Public health is the science of protecting and improving the health of people and their communities.



**Bolton Health and
Care Partnership**

Lever Chambers
27 Ashburner Street
Bolton BL1 1SQ

t | 01204 462000

