

Bolton 2030

Active, Connected & Prosperous

Vision Delivery Plan

2019-21



Foreword

Our Vision for Bolton

The Bolton 2030 Vision Delivery Plan is one of a number of documents that act as a statement of intent meant for everyone who cares about or has a stake in Bolton's future.

It is a delivery plan intended to build upon the work and achievements of the Bolton 2030 Vision Partnership to date and reflect on the proud traditions of the place that is Bolton and its people. Its intention is to augment Bolton's distinctive and diverse offer to its residents, its students/workers and its visitors.

The Vision delivery plan follows hot on the heels of changes to the partnership arrangements for the Bolton 2030 Vision, these involved facilitated sessions involving all key partners with a view to responding to the fast changing environment Bolton finds itself in.

A new Vision Action Group has been created, reporting to the wider Vision Steering Group, its purpose to work on key programmes of activity that align with other key forums / strategic pieces with a clear emphasis on broadening the brief and work of agencies other than the council. A recognition of the skills and expertise that is evident across the sectors which can achieve a multiplier effect in delivering on these areas of activity.

This has generated a real drive and momentum to work more effectively across the partnership and to drive forward a series of measurable outcomes to make the Bolton 2030 Vision tangible and real.

The Plan is intended to form that link between the pledge that we will create an active, connected and prosperous Bolton with those key programmes and activities to make the Vision really mean something to key partners, residents and other stakeholders in the borough and beyond.

Bolton has like many other places faced tough challenges but its spirit and get on with it mentality has meant it continues to thrive in the face of these challenges and grasps new opportunities. The key elements of this document will signal our intent to continue to respond with creativity, passion and foresight to an ever-changing world for the good of Bolton. This Plan offers an invitation too, an invitation to all to embrace Bolton's Vision and help deliver its key components and make real and sustainable change happen.

I look forward to working on these exciting plans with you, together we will deliver on the first steps towards Bolton 2030.

Dave Singleton
Chair of Vision Partnership

“ As long term advocates for Bolton and its people, we are committed to using our leadership, influence and resources to take forward the exciting new Vision agenda in our roles as Task and Finish Action Group leads.

Through these groups we will drive real and sustainable change in order to deliver the agreed Bolton 2030 Vision outcomes. ”

Task & Finish Leads



“We want to contribute to a place where people feel **Active, Connected and Prosperous**”

Introduction

Welcome to the new Bolton Vision 2030 Delivery Plan, a plan for the next two years until the end of March 2021. This plan represents the first block period of two years, looking to deliver our initial outcomes on the route map to creating a more active, connected and prosperous Bolton 2030.

Since the launch of Bolton 2030, much has been done by the range of partners that make the Bolton Vision real to support progress and we have seen tangible steps taken to deliver on key projects and initiatives that makes the town the place it is.

As is always the case this is just the start and what is more evident than ever is the need for enabling, facilitation and joining up the dots to make the partnership as effective as possible, to reflect on the great work being undertaken across all the sectors and to tell the story of the place that is Bolton now and in the medium and longer terms.

In the past few months those involved in the Bolton Vision partnership have come together to reflect and challenge one another about the best way to progress as they recognised the following:

- The need to review our position
- Re-focus our vision and priorities
- Delivery – need to re-prioritise
- Understand what capacity we have to ensure delivery
- Reconsider how we work in partnership
- A need to reconnect with our communities

Furthermore a key recommendation to the Council from their Local Government Association Peer Review during the summer of 2018 was:

- To agree with partners what role the council will now take in the Bolton family and co-produce a delivery plan for the 2030 Vision in light of this. This should include key milestones and measures to help monitor progress towards this vision. All partners should then embed their commitments to each other in their own corporate/organisational plans



As a final part of the business planning jigsaw the council has developed a Corporate Plan for 2019-21 as a starting point to align Greater Manchester, Bolton Vision and Council planning processes. It is hoped that by completing this alignment that key strategy formulation, decision-making and resource allocation can be agreed which maximises the benefits for Bolton, the partnership and its residents. Key partners have committed to ensuring that their own business plans are aligned to the work of the Vision.

This delivery plan alongside some new partnership arrangements and ways of working are the key products from these discussions. Partners agreed the following:

- To ensure delivery against the overall strategy a stronger delivery plan was necessary
- To act as advocates for Bolton Vision and embed its goals and delivery in their own business plans
- The partnership has clarified what it wants to focus on within this delivery plan – seven key priorities, each having a distinct overall lead partner and individual section within this plan
- A performance dashboard will be developed covering these seven key priorities
- Partners have also recognised the need to broaden leadership and delivery capacity for priorities across agencies and organisations
- A cross cutting issue which will run through the work of the seven Task and Finish groups is how we engage and address the clean, green and environmental agendas locally

The next section of this plan will highlight the new partnership arrangements and the planning cycle that will ensure that the wider group of Vision partners can hold the Task and Finish group leads and the Action Group members accountable for progress.

Following this each of the seven Task and Finish Groups set out the detail of their priorities for 2019-21.

“safeguarding our most vulnerable adults and children is clearly important”

New Vision Partnership arrangements

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.

Bolton Vision does not operate in a vacuum and part of the process to deliver continuous improvement meant a Bolton Vision 2030 refresh – its aim to revisit the governance and strategic direction of the Vision Partnership to deliver real change for the people and place that is Bolton.

Part of the refresh has seen the creation of The Action Group and 7 Task & Finish Groups chaired by leaders from across the sectors each tasked with a significant and important change programme, only one of which is directed by the council. The rest drawing expertise from Health, Further Education, the Arts and Housing. These groups works will compliment and reflect the council's priorities and vice versa, the aim being to maximise input and coverage across Bolton. The new structures are set out below:

The Vision Action Group



To achieve a measure of the success and progress of these groups this two year Vision Delivery Plan is being produced to ensure there is a focused process towards delivering the partnerships overall outcomes for Bolton 2030.

Greater Manchester – linking the GM Strategy to Bolton’s Vision and our delivery plan means that the partnership can pinpoint opportunities for Bolton to position itself accordingly. Please see pages 12-13 in this document.

Vision Planning Arrangements 2019/20



“Our Vision for Bolton is based on the foundations of **collaboration, transparency and delivery**. These tenets will continue but with additional support gleaned via the refresh of the governance and structural arrangements as depicted on page 5 and in the planning wheel outlined above.

Key infrastructure around reporting lines, planning, performance, management and outcomes will be refined **to make the Vision real and owned by all who care about Bolton.**”

The Task and Finish Groups

Big up Bolton Delivery Plan 2019-2021 – Tony Oakman

Create an identity that Bolton people can be proud of and enable us to promote it across the world

Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Strong and Distinctive</i>	Develop programme plan and critical path	Overall programme management plan with key deliverables	<ul style="list-style-type: none"> 9 month critical path developed Stakeholder/organisational plan produced 	Nic Littlewood	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
<i>Strong and Distinctive</i>	Baseline campaign creative	Campaign brand and creative applications ready for usage	<ul style="list-style-type: none"> Creative engagement campaign complete 	Darren Clare	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
<i>Strong and Distinctive</i>	Developing and adopting a set of core messages/ narrative – campaign	Agreed set of messages and narrative for circulation	<ul style="list-style-type: none"> Boiler plate of messages Narrative/ correspondence to key organisations/ stakeholders PR plan produced 	Ian Savage	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
End of Q4 20/21							

The Task and Finish Groups

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Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Strong and Distinctive</i>	Develop a toolkit and menu of options to cater for multiple requirements/ audiences	Toolkit for use across a range of mediums, digital platforms, face to face	<ul style="list-style-type: none"> Agreed set of materials to support campaign Plan produced for roll-out 	Darren Clare	End of Q1 19/20		
				Nic Littlewood	End of Q2 19/20		
				Ian Savage	End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
					End of Q4 20/21		
<i>Strong and Distinctive</i>	Engagement campaign to test with all audiences/ stakeholders/ organisations	Raise awareness of the campaign and seek views/engage on 'I love Bolton because'	<ul style="list-style-type: none"> Detailed plan of activity including events, face to face activity with key groups/stakeholders Marketing plan produced 	Task Group	End of Q1 19/20		
				Darren Clare	End of Q2 19/20		
				Nic Littlewood	End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
					End of Q4 20/21		
<i>Strong and Distinctive</i>	Analysis of results from engagement, campaign plan development to ensure future awareness/ ownership	Intelligence/ data from all stakeholders/ audiences to support the formulation of a USP and brand values	<ul style="list-style-type: none"> Report to feedback results of engagement exercise Presentations to relevant groups 	Donna Cooper	End of Q1 19/20		
				Nic Littlewood	End of Q2 19/20		
				Task Group	End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
					End of Q4 20/21		

The Task and Finish Groups

Big up Bolton Delivery Plan 2019-2021 – Tony Oakman

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Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Strong and Distinctive</i>	Review and agree collateral/technical/social media solutions to assist with programme place and five theme areas; live, work, study, invest visit	Website, social media tools/channels established wide audience	<ul style="list-style-type: none"> Develop platforms and supporting mechanisms to promote Utilise channels to support current details of Vision plans, Bolton events 	Darren Clare	End of Q1 19/20		
				Nic Littlewood	End of Q2 19/20		
				Ian Savage	End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
<i>Strong and Distinctive</i>	Develop a USP for Bolton	<p>Re-energise the Bolton place brand driven from the community and key stakeholders</p> <p>Ensure the clean, green and environmental attributes of the borough are reflected as part of the USP</p>	<ul style="list-style-type: none"> Establish a USP for Bolton and set of key values Brand position agreed 	Task Group	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
<i>Strong and Distinctive</i>	Produce key narrative and Bolton brand identity across place and five theme areas; live, work, study, invest visit	<p>Refreshed brand identity for 'Bolton' the place to underpin all work to a wide audience</p> <p>Partners working together to change the image and perception of Bolton</p>	<ul style="list-style-type: none"> Create mechanisms and materials for consistent promotion of Bolton All partner organisations/stake holders agreement, to use continuously and contribute and benefit from 	Tony Oakman	End of Q1 19/20		
				Task Group	End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
	End of Q4 20/21						

The Task and Finish Groups

Strong and Engaged Communities Delivery Plan 2019-2021 – Jon Lord

Develop a framework and model for increasing engagement across our communities, so that partners can work together effectively to build capacity at a neighbourhood level, capitalising on existing resources, events and facilities wherever possible

Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Strong and Distinctive</i>	Develop a plan for Digital Communities, including the GM Digital plan		Funding bid April 2019		End of Q1 19/20 End of Q2 19/20 End of Q3 19/20 End of Q4 19/20 End of Q1 20/21 End of Q2 20/21 End of Q3 20/21 End of Q4 20/21		
<i>Strong and Distinctive</i>	Use data from all partners to identify which areas will be targeted, and develop success measures Agree priorities for engagement		Data scan – April 2019 Develop indicators and success measures – June 2019 Set out key areas, priorities and messages	SM, SS	End of Q1 19/20 End of Q2 19/20 End of Q3 19/20 End of Q4 19/20 End of Q1 20/21 End of Q2 20/21 End of Q3 20/21 End of Q4 20/21		
<i>Strong and Distinctive</i>	Develop examples/ frameworks for good “on the ground” practice to engage communities in new target areas (Great Lever and Little Lever)		Identify delivery partners – March 2019 Develop Great Lever hub - 2020	SM, SS Vol Sector, TC	End of Q1 19/20 End of Q2 19/20 End of Q3 19/20 End of Q4 19/20 End of Q1 20/21 End of Q2 20/21 End of Q3 20/21 End of Q4 20/21		

The Task and Finish Groups

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Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Strong and Distinctive</i>	Support residents to engage across other Vision priorities		Link engagement priorities to events strategy and events calendar Engage with Economic Prosperity group re employment opportunities	JM	End of Q1 19/20		
					End of Q2 19/20		
				JM	End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
					End of Q4 20/21		
<i>Strong and Distinctive</i>	Develop peer navigator model across target areas		Analyse learning from pilot schemes and roll-out, including sharing with partners and Neighbourhood Models group Ensure clean, green and environmental concerns are embedded within the peer navigator model	SM, BH	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
					End of Q4 20/21		

Vision Delivery Plan

2019 — 2021 By 2021 we will aim to deliver on the following key priorities...

Big up Bolton

- Programme plan
- Campaign — creative messages toolkit for delivery
- Engagement and analysis
- Develop a USP for Bolton
- Produce key narrative and Bolton brand identity

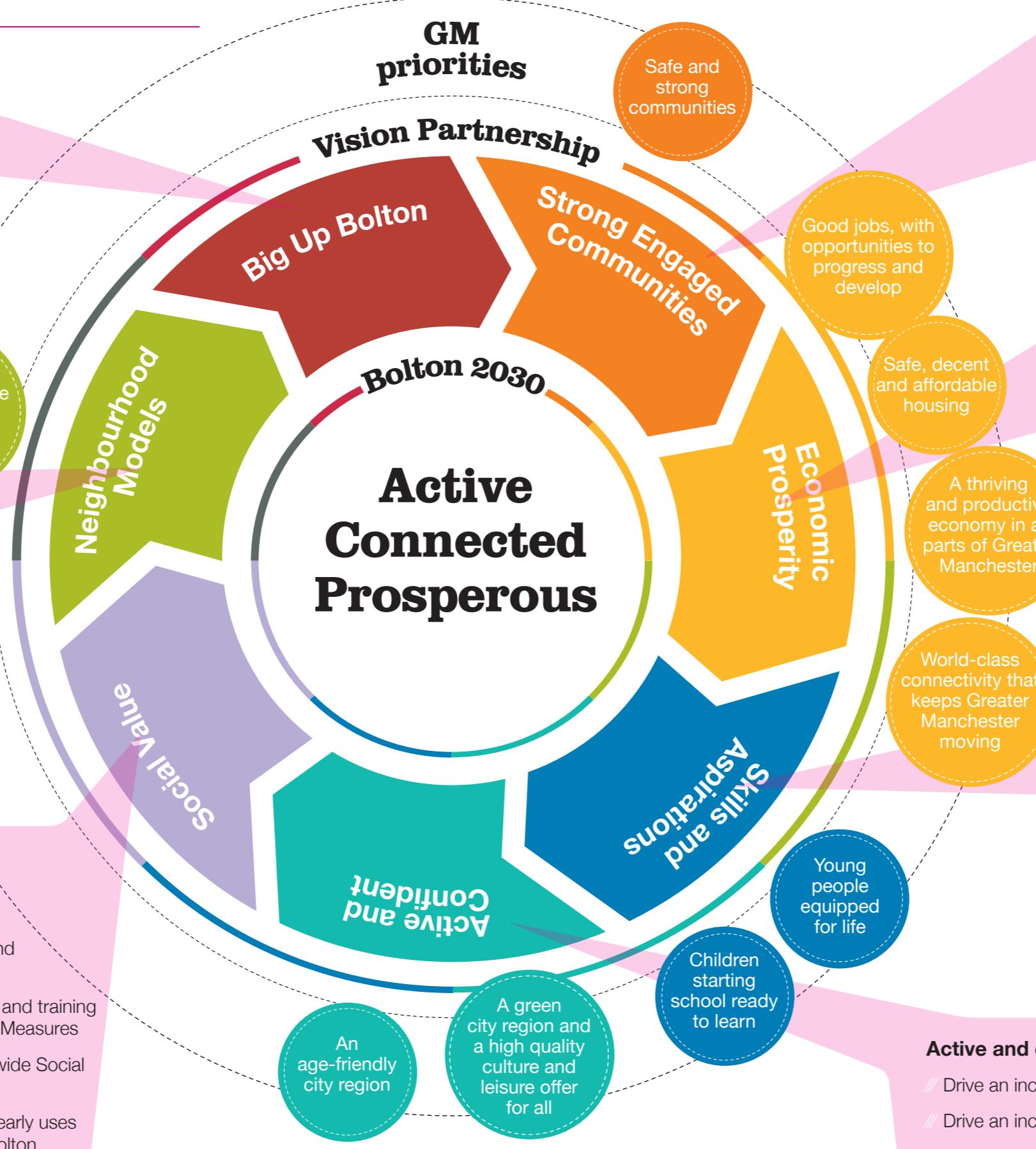
Neighbourhood Models

- Further develop Bolton's approach to GM six features of public service
- Develop neighbourhood leadership and governance across the nine neighbourhoods
- All age approach neighbourhood model
- Develop consistent communication and engagement for neighbourhood models

Social Value

- Develop, share and promote the Social Value Statement and policy
- Clear commitment to social, economic and environmental outcomes
- Co-design and test a Social Value Toolkit and training programme with associated Social Value Measures
- Explore potential to establish a borough wide Social Value Fund
- Develop a system-wide campaign that clearly uses Social Value to improve quality of life in Bolton

Healthy lives, with quality care available for those that need it



GM priorities

Vision Partnership

Big Up Bolton

Strong Engaged Communities

Economic Prosperity

Skills and Aspirations

Active and Confident

Neighbourhood Models

Social Value

Safe and strong communities

Good jobs, with opportunities to progress and develop

Safe, decent and affordable housing

A thriving and productive economy in all parts of Greater Manchester

World-class connectivity that keeps Greater Manchester moving

Young people equipped for life

Children starting school ready to learn

A green city region and a high quality culture and leisure offer for all

An age-friendly city region

- ### Strong, Engaged Communities
- Plan for digital communities (including GM Digital Plan)
 - Compile data/evidence to define areas to target and measures of success
 - Develop examples/frameworks for good 'on the ground' community engagement practice
 - Support residents to engage across other Vision priorities
 - Develop peer navigation model across targeted areas

- ### Economic Prosperity
- Establish a baseline and evidence base for local economic performance
 - Define Bolton's economic USP
 - Identify opportunities to increase employment for both residents
 - Engage key businesses and investors to identify opportunities and challenges Enhance Bolton's physical and digital connectivity

- ### Skills and Aspirations
- Data capture - employment, skills, sector growth, demographics
 - Development of cohesive message to reach whole education system
 - Matching skills to labour market shortages using IAG
 - Drive inclusive recruitment practice

- ### Active and confident
- Drive an increase in voluntary through culture and sport
 - Drive an increase in skills through participation in culture and sport
 - Deliver a 'mass participation' programme — 'Sport Town' alongside the RLWC

The Task and Finish Groups

Economic Prosperity Delivery Plan 2019-2021 – Noel Sharpe

Provide for people in Bolton prosperity attractive for all, good jobs and homes of all types and designs

Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Prosperous</i>	Establish a baseline and evidence base for local economic performance		<ul style="list-style-type: none"> Identify key factors impacting local economic prosperity Agree key factors and outcomes for understanding and reporting progress 		End of Q1 19/20 End of Q2 19/20 End of Q3 19/20 End of Q4 19/20 End of Q1 20/21 End of Q2 20/21 End of Q3 20/21 End of Q4 20/21		
<i>Prosperous</i>	Define Bolton's economic USP ("A distinctive, attractive and competitive Bolton")		<ul style="list-style-type: none"> Task and finish work to identify key areas of strength, opportunities for growth / funding Agree key messages and audiences Develop plan and supporting materials to target key sectors / areas Clean and green place a key feature of this USP 		End of Q1 19/20 End of Q2 19/20 End of Q3 19/20 End of Q4 19/20 End of Q1 20/21 End of Q2 20/21 End of Q3 20/21 End of Q4 20/21		
<i>Prosperous</i>	Identify opportunities to increase employment for Bolton residents ("A strong, resilient and hard-working Bolton")		<ul style="list-style-type: none"> Map locations / opportunities to available workforce Identify key barriers preventing employment / progression Develop toolkits to assist employers Target key areas / populations to increase take-up 		End of Q1 19/20 End of Q2 19/20 End of Q3 19/20 End of Q4 19/20 End of Q1 20/21 End of Q2 20/21 End of Q3 20/21 End of Q4 20/21		

The Task and Finish Groups

Economic Prosperity Delivery Plan 2019-2021 – Noel Sharpe

Provide for people in Bolton prosperity attractive for all, good jobs and homes of all types and designs

Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Prosperous</i>	Engage with key businesses and investors to identify opportunities and challenges (“A productive, thriving and innovative Bolton”)		<ul style="list-style-type: none"> • Appoint an Economic Prosperity lead for the Action Group • Develop a business engagement plan • Create a business engagement panel • Work with Big Up Bolton group to develop key messages / tools 		End of Q1 19/20 End of Q2 19/20 End of Q3 19/20 End of Q4 19/20 End of Q1 20/21 End of Q2 20/21 End of Q3 20/21 End of Q4 20/21		
<i>Prosperous</i>	Enhance Bolton’s physical and digital connectivity (“A well-connected Bolton”)		<ul style="list-style-type: none"> • Develop a “Digital Bolton” strategy • Analyse travel flows to understand issues and opportunities • Develop a Sustainable Transport strategy • Engage with GMCA LIS development to identify opportunities for digital and smart infrastructure development 		End of Q1 19/20 End of Q2 19/20 End of Q3 19/20 End of Q4 19/20 End of Q1 20/21 End of Q2 20/21 End of Q3 20/21 End of Q4 20/21		

The Task and Finish Groups

Skills and Aspirations 2019-2021 – Bill Webster

The Big Aspiration is that:

Every child, young person and adult in Bolton has access to high quality education, training and jobs in our town, so everyone reaches their full potential and leads happy and fulfilling lives. Each business, social enterprise and charity in Bolton has access to services, which enable them to grow and economically prosper within our town. To do this, collaboration is key. We will work collaboratively with residents, businesses, education providers, social enterprises, charities, the Council, College, University, Bolton at Home, Greater Manchester Chamber of Commerce etc. to develop support, advice and guidance services that make a real difference to our town.

Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Prosperous Staying Well Living Well</i>	Data capture; identify most current data for Bolton and GM including employment statistics, skills shortages, sector growth and demographics		<ul style="list-style-type: none"> Identify data sources Capture and access of data Convert to an accessible single point of reference 	Task Group	End of Q1 19/20		
				Team Bolton	End of Q2 19/20		
					End of Q3 19/20		
				Chamber	End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
				End of Q3 20/21			
End of Q4 20/21							
<i>Prosperous Staying Well Living Well</i>	Development of cohesive message to reach the whole education system		<ul style="list-style-type: none"> Develop core theme Test with key stakeholders Disseminate 	Task Group	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
				End of Q3 20/21			
End of Q4 20/21							

The Task and Finish Groups

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Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Prosperous Living Well</i>	Matching skills to labour market shortages using IAG to direct people to clear routes to careers		<ul style="list-style-type: none"> • Data capture as 1 above • Identify key IAG stakeholders • Create a matching service 	Task Group	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
<i>Prosperous Living Well</i>	Drive towards inclusive recruitment. Aiming to simplify public sector processes and a reduction in barriers to work		<ul style="list-style-type: none"> • Identify barriers • Work with key organisations • Develop employment charter • Ensure an environmental focus is part of our inclusive recruitment drive 	Task Group and Team Bolton	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
End of Q4 20/21							

The Task and Finish Groups

Active and Confident 2019-2021 – Roddy Gauld

A Bolton where culture and sport come together for the benefit and well-being of all

Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Prosperous; Strong and distinctive</i>	Volunteering – drive an increase in volunteering and improve recognition of the economic and social outcomes that voluntary and amateur culture and sport brings	Qualitative evidence to inform case making; an increase in volunteering hours; an increase in volunteer satisfaction	Baseline research by March 2020; campaign 2020-2021	Cultural and Sports Leaders; CVS; Bolton Council	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
<i>Start well; prosperous</i>	Skills - improve skills and attainment through young people taking part in culture and sport, both in and out of school	Increase in young people taking part in sport and culture; demonstrable increase in attainment in targeted schools/ projects	START arts project running 2019; Sport TBC	Bolton Cultural Ed Partnership; Sport partnership	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
<i>Living well; ageing well</i>	Health and wellbeing – build the case for the contribution to adult health outcomes, particular older people and those with disabilities	Outcomes from CAN pilot; increase in social prescribing; users report improved wellbeing	CAN pilot running to Dec 19	CVS; NHS; cultural and sports organisations	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
End of Q4 20/21							

The Task and Finish Groups

Active and Confident 2019-2021 – Roddy Gauld

A Bolton where culture and sport come together for the benefit and well-being of all

Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Strong and distinctive</i>	Participation – address under engagement through focussed activity on demographic and geographic targets	Measurable change in engagement An environmental focus informing participation programmes	CPP funding submission March 2019; Sport TBC		End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
					End of Q4 20/21		
<i>Strong and distinctive</i>	Events – a programme of exciting culture and sports events that increase participation, economic growth and Bolton's profile	Growth in visitor economy; increase in participation; positive national media coverage	Octagon opening – April 2020; RLWC – 2021; growth in live music	Council Events team; Octagon; LMS; Wanderers; Film Festival; Music Service	End of Q1 19/20		
					End of Q2 19/20		
					End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
					End of Q2 20/21		
					End of Q3 20/21		
					End of Q4 20/21		

The Task and Finish Groups

Social Value Delivery Plan 2019-2021 – Darren Knight

Social Value comes from good engagement with communities, it encourages good employment, economic and environmental sustainability by sourcing goods and services locally.

Bolton 2030 outcomes	Vision Action	Outcomes	Milestones	WHO	Date	Commentary	RAG Rating
<i>Strong and distinctive; prosperity</i>	Develop, share and promote the system-wide statement for Social Value and policy template Baseline current spend and social value activities of Vision Steering Group partners	Partnership members are clear on what is expected to drive a Social Value offer in Bolton	Adopt the revised Terms of Reference	Darren Knight with the Social Value Partnership	End of Q1 19/20		Amber (in progress)
			Develop the system-wide statement for adoption by partner organisations		End of Q2 19/20		
			Communications and media strategy for adopting and sharing the statement across partners		End of Q3 19/20		
					End of Q4 19/20		
					End of Q1 20/21		
			Questionnaire to all partners to identify current local spend and other key indicators	End of Q2 20/21			
				End of Q3 20/21			
	End of Q4 20/21	Vision Steering Group Partners					
<i>Strong and distinctive; prosperity</i>	Co-design and test a Social Value toolkit to support stakeholders drive the Social Value agenda within their organisations An associated training and development programme – specific focus on commissioners and supply chain Develop Bolton Social Value measures	Ensuring that Social Value and expectations in Bolton are widely understood by partners, commissioners and all in the supply chains	Presentation to Vision Steering Group on policy and toolkit	Darren Knight with the Social Value Partnership	End of Q1 19/20		Amber (in progress)
					End of Q2 19/20		
					End of Q3 19/20		
			Scoping Q1 2019	Darren Knight with the Social Value Partnership	End of Q4 19/20		
					End of Q1 20/21		
			Co-design workshop	As above	End of Q2 20/21		
					End of Q3 20/21		
		End of Q4 20/21					

The Task and Finish Groups

Social Value Delivery Plan 2019-2021 – Darren Knight

Social Value comes from good engagement with communities, it encourages good employment, economic and environmental sustainability by sourcing goods and services locally.

Bolton 2030 outcomes	Vision Action	Date	WHO	Milestones	Outcomes	RAG Rating	Commentary
<i>Strong and distinctive; prosperity</i>	Explore the potential to establish a borough wide Social Value Fund that can add value to key identified areas of focus (i.e. children)	End of Q1 19/20	Darren Knight with the Social Value Partnership			Not yet started	
		End of Q2 19/20					
		End of Q3 19/20					
		End of Q4 19/20					
		End of Q1 20/21					
		End of Q2 20/21					
		End of Q3 20/21					
		End of Q4 20/21					
<i>Strong and distinctive; prosperity</i>	Develop a system-wide campaign that clearly uses Social Value to improve quality of life in Bolton	End of Q1 19/20		Develop the campaign proposition in Q1 2019		Not yet started	
		End of Q2 19/20					
		End of Q3 19/20					
		End of Q4 19/20					
		End of Q1 20/21					
		End of Q2 20/21					
		End of Q3 20/21					
		End of Q4 20/21					

The Task and Finish Groups

Neighbourhood Models Delivery Plan 2019-2021 – Wirin Bhatiani; Jackie Bene; Rick Jackson

Create the conditions for children, families and adults to experience joined up support which builds upon peoples strengths and needs assisted by wider community teams in their neighbourhood

Bolton 2030 outcomes	Vision Action	Date	WHO	Milestones	Outcomes	RAG Rating	Commentary
<i>Start Well;</i> <i>Live Well;</i> <i>Age Well;</i>	Further develop Bolton's approach to GM 6 Features of public service focusing on working across partners to align services to a 9/3/1 neighbourhood model	End of Q1 19/20	Jackie Bene / Wirin Bhatiani/ Rick Jackson/ wider Vision partners	Work with partners to bring together a whole system approach to 9/3/1 footprint Environmental impacts will be considered within public service reform models			
		End of Q2 19/20					
		End of Q3 19/20					
		End of Q4 19/20					
		End of Q1 20/21					
		End of Q2 20/21					
		End of Q3 20/21					
		End of Q4 20/21					
<i>Start Well;</i> <i>Live Well;</i> <i>Age Well;</i>	Develop neighbourhood leadership and governance model across the nine neighbourhoods	End of Q1 19/20	Jackie Bene / Wirin Bhatiani/ Rick Jackson/ wider Vision partners	Work with wider partners to ensure we have a strong governance model which takes into account the voice of VCSE, housing, criminal justice etc at strategic and operational level			
		End of Q2 19/20					
		End of Q3 19/20					
		End of Q4 19/20					
		End of Q1 20/21					
		End of Q2 20/21					
		End of Q3 20/21					
		End of Q4 20/21					

The Task and Finish Groups

Neighbourhood Models Delivery Plan 2019-2021 – Wirin Bhatiani; Jackie Bene; Rick Jackson

Create the conditions for children, families and adults to experience joined up support which builds upon peoples strengths and needs assisted by wider community teams in their neighbourhood

Bolton 2030 outcomes	Vision Action	Date	WHO	Milestones	Outcomes	RAG Rating	Commentary
<i>Strong and Distinctive</i>	Drive a consistent strengths based approach across our workforce operating in neighbourhoods	End of Q1 19/20	Jackie Bene/ Wirin Bhatiani/ Rick Jackson/ wider Vision partners	Recognising that behaviour change will be critical to the success of the neighbourhood model, work with leaders to drive a consistent approach to asset based approaches amongst our frontline staff in Year 1 of the Neighbourhood model			
		End of Q2 19/20					
		End of Q3 19/20					
		End of Q4 19/20					
		End of Q1 20/21					
		End of Q2 20/21					
		End of Q3 20/21					
		End of Q4 20/21					
<i>Start Well; Live Well; Age Well;</i> <i>Strong and Distinctive</i>	All age approach neighbourhood model which builds and capitalizes on social capital and capacity at a neighbourhood level	End of Q1 19/20	Jackie Bene/ Wirin Bhatiani/ Rick Jackson	Work with existing vision workstreams and key partners including the VCSE, to agree how we resource and enable Neighbourhood activity			
		End of Q2 19/20					
		End of Q3 19/20					
		End of Q4 19/20					
	Consistent communication and engagement regarding HSCI, including whole neighbourhood model	End of Q1 20/21	Jackie Bene/ Wirin Bhatiani/ Rick Jackson	Communication and engagement plan developed to ensure consistent communications across workforce, partners and public to raise awareness of HSCI activity and impact. Ensure feedback shapes our emerging approach to neighbourhoods			
		End of Q2 20/21					
		End of Q3 20/21					
		End of Q4 20/21					



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