

Bolton 2040

BOROUGH PLAN





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Welcome to our Bolton2040 Borough Plan

By 2040 we want Bolton to be a thriving borough, where people want to live, work, study, invest and visit.

Bolton is a town with a proud history and a bright future. With a population of over 300,000, Bolton stands as a beacon of cultural richness, historical significance, and vibrant community spirit. Our longstanding commitment to collaboration is crucial as we reflect on our current position and embrace opportunities and challenges in an ever-changing future.

By setting out a 15-year vision, we allow ourselves enough time to make significant strides towards the goals outlined in our Bolton2040 Plan. This plan encourages innovative efforts to enhance our borough for all residents. It serves as a guide for the aspirations and initiatives of our residents and partners throughout the borough, fostering a collective belief in Bolton's potential. At the outset, we need to take stock and understand what we are trying to change.

In recent years, cost-of-living pressures, growing health inequalities, and limited access to skills and employment have

negatively impacted many of our residents, both in the short and long term. Many residents are increasingly having to access and rely on support services that they never needed before. These ongoing challenges highlight the scale and complexity of the issues faced by both our local people and our public services.

Therefore, we need to reconsider our approach and find better ways to work together, creating the conditions for a better quality of life. The overarching focus of this plan is clear: by adopting an approach that emphasises prevention, investment, and growth, we will positively impact inequality and poverty across the borough. By anticipating challenges, acting decisively, and working with our residents, we aim to improve the well-being of all.

From enhancing public health to bolstering our local economy, we are proactive in our strategies to ensure that no one is left behind.

We all have a part to play in achieving this plan.

Boltonians are the heartbeat of our town. Their resilience, compassion, and unwavering commitment to one another form the very fabric of our community.

We truly believe that together we can tell a better and shared story of our borough, and we have a real opportunity to turn Bolton into a place of possibilities. In developing this plan, our Vision partners have worked together closely,

ensuring the different perspectives of our communities, businesses, and organisations are heard.

This collaboration ensures that our borough's vision and ambitions represent everyone who has an interest in Bolton's future. We are committed to ensuring that our communities thrive, and through this plan, we aim to shape the future of our borough.



A new vision for Bolton, our journey to 2040

In 2017, the Bolton Vision Partnership launched 'Bolton2030,' a long-term vision to create an Active, Connected, and Prosperous borough.

While substantial progress has been made, the past six years have brought significant global changes, requiring a reassessment of our goals and strategies for Bolton. The pandemic forced people to adapt to unprecedented ways of living, technology has advanced rapidly, and individuals have had to navigate numerous pressures simultaneously, including economic uncertainty, mental health challenges, and social isolation.

Despite these challenges, our strengths have also shone through. We've seen our communities come together in

remarkable ways, demonstrating resilience, compassion, and an unwavering commitment to supporting one another. These times have urged us to rethink how we approach Bolton's future—how we build a vision that is not just ambitious but adaptable, inclusive, and truly reflective of the needs of our people. As we transition to Bolton2040, we carry forward the lessons learned and the collective strength of our community. This new vision reaffirms our dedication to a borough that is shaped by and for its people.

This borough plan will serve as the framework under which current and future strategies and plans are aligned with our missions and priorities. By anchoring all efforts to this road map, we can ensure that resources are allocated thoughtfully, preventing disjointed initiatives and promoting targeted, effective action. This unified approach will aim to make it so that every plan contributes to a coherent, collective path towards a truly thriving borough, where people want to live, work, study, invest and visit.

We also recognise the opportunity to extend our influence across the region. The rise of devolution and the role of the Greater Manchester Combined Authority have brought significant changes to the region's governance. Devolution has provided greater local control over key areas such as transport, housing, and health, enabling more tailored and effective solutions to local issues. As the new Greater Manchester Strategy takes shape, Bolton will harness opportunity to shape the city region and deliver our collective ambitions.

...where people
want to live, work,
study, invest and visit.

Our residents

Bolton's population



302,383



73,832
aged 0-17



176,783
aged 18-64



51,768
aged 65+



14,930 stay at home
to look after family/home.



3,453 births in 2021



2,132 children with
special educational needs



63.9% of pupils
achieving a good level of
development at EYFS
(aged 0-5yrs)



0.14% children
and young people were
permanently excluded



322 of our 544
Looked After Children are in
in-house foster placements



15% of Looked
After Children adopted



190 Care leavers



4,331 of adults
are accessing long-
term support



1,469 residents
have a different sex from
the one registered at birth



2 year lower life
expectancy than
England average



26% live in an
area that is among the
10% most deprived
nationally



65% of 40-74 year
olds receive an NHS
Healthcheck



18% (16+)
have a disability



25,980
unpaid carers



31.24%
ethnic minority



7,345
Armed forces veterans



5,695
LGBT+ community



Within Bolton, life
expectancy varies by
14.9 years (male) and
9.9 years (female)



Children and young
people make up
19% of all
offenders in Bolton



93% of babies visited
by public health nurses
within 14 days of birth



89.7% of adults
with a learning disability
live in their own home or
with their family

Our borough



£3.8m
refurbishment
of Museum



£12m
refurbishment of
Octagon Theatre



3.4m visitors
to Bolton (2021)



Award winning food
and drink festival



£1bn
regeneration
programme



£13.3m
Future High Street
funding awarded



1,100
businesses



£83m GVA



Awarded
£11m to
develop and deliver
a heat network



12 miles
from Manchester
City Centre



1 million
people live within
45 minutes of Bolton



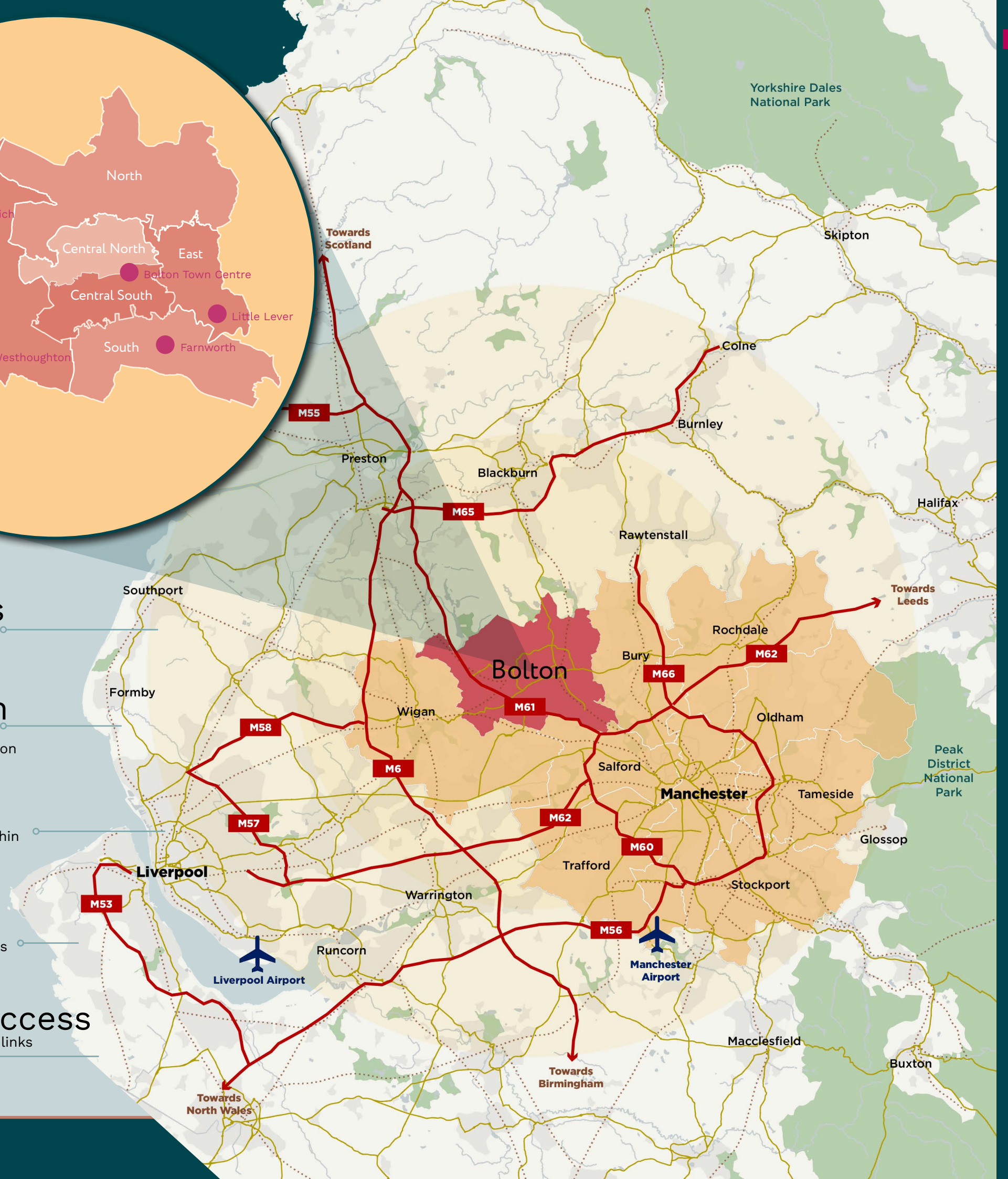
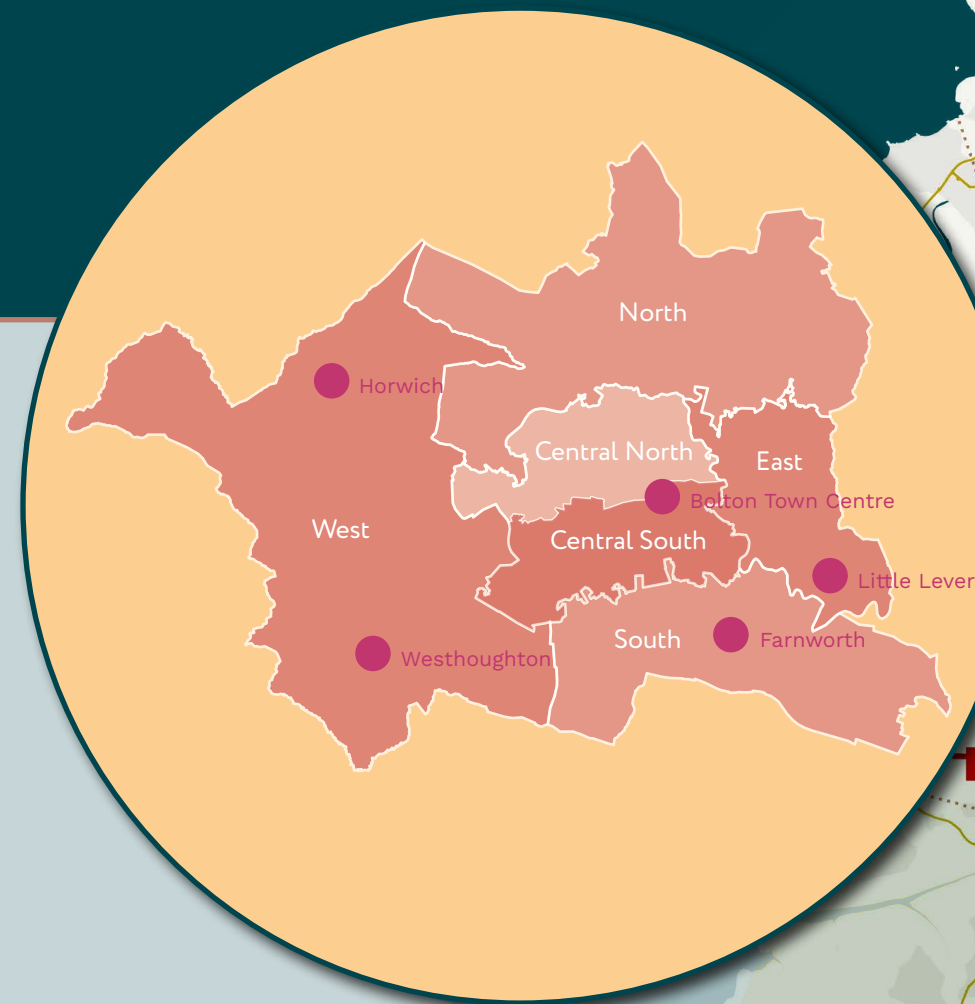
60% of UK
businesses are within
a 2-hour drive



10,000 jobs



Direct access
to major transport links



Our path forward:

Prevention, investment and growth

Bolton recognises its role in Greater Manchester, and we welcome the changes brought to increase the scope of local decision-making. We look forward to building on these changes as the UK government expands devolution and brings benefits directly to our communities.

As we shape our next Borough Plan, we have spotted a great opportunity to align our goals with the Greater Manchester Strategy, particularly around boosting growth and preventing future challenges.

In partnership with our regional colleagues, Bolton will ensure our local priorities—like improving well-being—work hand in hand with broader regional plans.



A focus on prevention

We believe that preventing problems before they escalate makes our community healthier and more resilient.

Bolton is committed to taking early action to reduce inequalities through our All-Age Prevention and Inequalities framework. This framework emphasises early intervention and the promotion of healthy lifestyles, aiming to create a healthier and more equitable community.

We recognise that to truly make a difference, we cannot rely solely on quick fixes but must cultivate better conditions for Bolton, in which people across our borough can grow, live, work, and age well.



Investing in our future

Improving the places where we live, learn, work, and play is key to our plan.

By attracting smart investments in skills, green spaces, health, and local infrastructure, we can create a dynamic and sustainable community for everyone. Investments in education and training will boost our workforce's future, while enhancements to parks and infrastructure will raise our quality of life and support a healthier environment.

Fundamentally, this plan is about investing in people—empowering every individual with the tools, opportunities, and support they need to flourish in Bolton.



Fostering sustainable growth

Sustainable, long-term growth will ensure that Bolton remains a vibrant and prosperous place.

By supporting local businesses and encouraging innovation, we aim to build an economy that benefits all residents—creating new opportunities and helping our community to prosper.

Together, these three pillars — prevention, investment, and growth — guide our six key missions, outlining the positive differences we want to see in Bolton by 2040.

The foundations

to building a stronger future together

1. Sharing our Bolton Story

Bolton's narrative is built on pride, ambition, and opportunity. Our new brand shows who we are and where we're heading, positioning Bolton as an ideal place to live, work, study, invest, and visit in the North of England. This effort brings together businesses, public services, community groups and residents to celebrate our borough, boost our economy, and attract investment. We believe that by changing our mindset and actions, Bolton can fully use its strengths—spreading influence, building confidence, nurturing strong leadership, and uniting business with community.

Our Bolton story goes beyond simple marketing; it's a signature of our identity. It brings us together under a shared vision and inspires confidence in our future. This narrative invites businesses, employers, and visitors to see Bolton as a place of real opportunity and growth. Through our ambassador programme and community efforts, we're sharing this story to improve our town centre, open up new opportunities and make Bolton a thriving borough. Sharing our story is about pride and shaping our future together.

2. Informed decision making

By effectively using our data and insight, we can identify challenges early, direct resources where they are needed most and track our progress accurately. In basing our decisions on evidence rather than assumptions, we can tackle issues like crime, public health challenges and poverty more effectively. Reliable information helps us understand what works, adjust quickly to emerging issues, and make informed choices that benefit all Bolton residents.

But data and insight are only useful when it drives real action. It must be used to inform what we do—from making policies and designing services to planning investments for the future. This means that we constantly refine our approach, learn from successful examples, and base our plans on clear, measurable results. Making evidence the foundation of our decisions allows Bolton to become more efficient, more effective, and well-prepared for the future.

3. Community Voice: Empowering residents to shape their future

In Bolton, we know that the best ideas come from the people who live here. That's why we're putting community voice at the centre of everything we do—not just by listening, but by empowering residents. We're committed to providing the tools, support, and resources needed to help people lead positive change in their neighbourhoods. This approach ensures that everyone feels valued, connected, and proud to call Bolton home, with a role to play in achieving our vision.

5. Working Together: Stronger partnerships, greater impact

Bolton's success depends on strong, collaborative partnerships. When local businesses, community organisations, schools, health services, and volunteer groups work together, we become stronger. By breaking down barriers and fostering true collaboration, we can address complex challenges such as poverty, crime, and climate change more effectively.

Our whole-system approach makes sure that no one is working in isolation. Whether it's offering early support to families, creating new job opportunities, or improving overall health outcomes, we are united by a shared commitment to making Bolton a better place for everyone.

4. Building on Bolton's strengths

Bolton's power comes from its strong partnerships, its fantastic people, and its rich history. These elements form the bedrock of a bright future, and we want to harness the collective strength of our community to create meaningful change.

Our people are the heartbeat of Bolton. By investing in our borough, we make sure that everyone can help shape our town's future and share in its success. With a proud legacy of industry, innovation, and community spirit, Bolton is turning its history into new opportunities. Positioned in an important area of the UK, Bolton is ready to grow, attract investment, and become a leading hub for innovation. By building on our strengths, we set the stage for a future that benefits all who call Bolton home.

Our missions

Our Bolton2040 Borough Plan is a visionary document, providing a roadmap for transforming our community into a place where everyone can thrive.

For our plan to succeed, we must concentrate on the initiatives we can genuinely tackle together.

This plan is built around six missions that will guide our collective efforts, with priorities that are comprehensive, concrete, and geared toward taking real action.



...transforming our community into a place where everyone can thrive.

Family-friendly, where every child matters

Every child in Bolton deserves the best possible start in life.

Our first mission is to create a borough where families feel supported, children grow up free from harm, and no child or family is held back by poverty. By taking a strength-based, early intervention approach, we will provide the right support at the right time, helping families to thrive.

Our mission is clear, to improve outcomes for all children and young people. For those who need extra support, we will ensure they remain at the centre of decisions, with services built around their needs and aspirations. When families thrive, children thrive – and thriving children are key to a flourishing Bolton.

- 1 Families benefit from an integrated Family Help approach
- 2 Less families are experiencing poverty
- 3 Every child is achieving their potential

Families benefit from an integrated family help approach

Ensuring children grow up in safe, stable environments is a shared responsibility. The support we offer needs to be well co-ordinated, focused on the whole family and delivered through partnerships with schools, health services, and community organisations. This will help families to access the right resources at the right time, and ensure challenges are addressed holistically through services working together effectively.

We recognise that all families may need support at different stages of their lives—whether during pregnancy, early childhood, education, or key life transitions. Evidence shows that timely family help is far more effective than reacting later, preventing families from reaching crisis points and reducing the incidence of trauma. This in turn

reduces the need for the most intensive interventions.

Our approach is simple:
work with families as early as possible, supporting them to thrive independently in the long-term.

Through this plan, we are committed to improving families' access to tailored support, whether they are struggling with financial pressures, mental health, parenting challenges, or other life changes. This could mean guidance for new parents, access to childcare and education, mental health support for young people, or advice on employment and housing. By helping families to overcome difficulties and build long-term resilience for the future, Bolton will be home to confident, healthy, and thriving communities.

Less families are experiencing poverty

Poverty is a growing issue, in Bolton and across the country, and we must act now to better protect and support some of our society's most vulnerable members. Growing up in poverty affects children's well-being, limits opportunities, and has long-term consequences for their life chances.

Breaking this cycle is at the heart of our vision for Bolton.

Tackling poverty across our borough is not only a moral imperative but also represents an investment in our future. By addressing the root causes of poverty, improving access to education and

employment, and ensuring no person is disadvantaged by their background, we will unlock potential and create a stronger, more prosperous borough.

Our lived experience helped shaped the Tackling Poverty Strategy and findings from this has made it clear that there needs to be greater focus on early intervention, including ensuring financial education is embedded in schools.

Beyond this, we want to maximise income for our families, improve educational attainment and enhance access to affordable, safe and secure housing, all of which are key priorities within this borough plan.

by
2030

Families across Bolton will have easy access to local, community-based support through a family network offer.

by
2035

Families at risk receive proactive, tailored support to prevent challenges from escalating.

by
2040

Bolton will be a regional leader in family help, with a system that ensures families thrive and childhood trauma is greatly reduced.

by
2030

Families across Bolton can easily identify and access all of the support according to their needs.

by
2035

Families will have access to stable, Living Wage employment and secure, permanent housing as the norm, not the exception.

by
2040

Bolton will be a place where child poverty is significantly reduced, and families are empowered to thrive through maximised income, good housing, and strong communities.

Every child is achieving their potential

Every child in Bolton deserves the opportunity to achieve their full potential, regardless of their background or circumstances. Our mission is to create a borough where children and young people are equipped with the education, support, and skills they need, not only to succeed in school but also to prosper throughout their lives.

A strong start is key to ensuring future success. School readiness plays a vital role in preparing children for their educational journey and we will work with families to provide children with the social, emotional, and cognitive skills needed to thrive.

Unlocking a child's potential is rooted in a robust education system. We are committed to making sure every child has access to a high-quality school place, with the right support in place to help them flourish. This includes addressing barriers to learning, such as special educational needs, mental health challenges, or financial hardship, so that no child is left behind.

As part of this approach, we must also plan ahead to ensure we are meeting the demand for school placements across the borough.

We want our children to have a positive school experience, where they are happy and safe in education, engaging with their learning and receiving the support they need to succeed. Children must be in education to realise its benefits, and work must continue across the borough to support our children to attend school where possible and feel safe and included when there.

We will work to equip young people with life skills, career guidance, and financial literacy. Whether transitioning from primary to secondary school, into post-16 education, or into employment, we will provide clear pathways and support to help young people navigate these key life stages.

**Beyond the classroom,
we want our children to feel
prepared for adulthood.**

by
2030

All children who require extra support, will benefit from robust school services, targeted intervention and early career advice.

by
2035

Young people will have access to a wider range of education and training opportunities, with strengthened transition support to help them move confidently into adulthood.

by
2040

Bolton will be a place where all children, regardless of background, achieve their potential and are equipped with the skills, confidence, and opportunities to succeed in adulthood.



Thriving, investment-ready with a growing economy

Our second mission is to make Bolton a thriving, investment-ready borough with a growing economy. As one of the largest towns in Europe, we have the confidence to think big and offer big opportunities. A Bolton that is born to perform.

Attracting investment, fostering job creation, and upskilling our residents are central to this mission. This mission focuses on creating a business-friendly environment, supporting businesses to grow and reducing barriers between residents and skill opportunities.

- 1 An increase in inward investment
- 2 More businesses with a diverse range of jobs in Bolton
- 3 A skilled Bolton workforce

An increase in inward investment

The Bolton Blueprint: A Bolton Vision for 2040, signals our ambition for attracting investment into Bolton. Working closely with private sector partners, Bolton has already developed a £1bn investment pipeline to transform the town centre and drive growth.

Bolton is also investing in its district centres. The areas of Farnworth, Horwich, Westhoughton and Little Lever, each with their own unique heritage and identity, have received funding to meet the needs of residents and to address local priorities.

The Wigan-Bolton Growth Corridor (NorthFold) is one of the six growth locations in Greater Manchester, with a focus on innovation as a driver of growth, primarily in logistics, manufacturing, and healthcare. It is expected to deliver 9,000 new homes, 342,000 sqm of industrial space and £356.3m of GVA by 2035.

NorthFold will be a place for start-ups and SMEs to find their feet and grow, creating more employment opportunities in exciting new fields and creating more skilled workers across a range of sectors.

A quality bus corridor, motorway link road, and enhanced rail will also help to connect more Bolton residents to employment and skills opportunities within the borough and across Greater Manchester.

Despite already delivering a significant regeneration plan, we remain highly ambitious for the future and are eager to advance our growth plans even further. The introduction of a Mayoral Development Zone will turbo-charge our regeneration plans, further driving economic growth, create jobs, and build new homes through coordinated efforts between the public and private sector.

More businesses with a diverse range of jobs in Bolton

Investment and job creation go hand in hand, and as we grow, so to will our businesses and job opportunities. Our Economic Growth and Resilience Plan (EGR) aims to foster a business-friendly environment in Bolton, encouraging more companies to establish and thrive here.

Through our EGR, we are focused on attracting a diverse range of businesses that will create many types of jobs for our community. We aim to encourage innovators, start-ups, and well-established companies from different sectors to invest in Bolton.

Our approach means that the jobs created won't be one-size-fits-all.

We are actively working with partners to develop training programmes that meet the demands of today's diverse industries. Whether it's technical roles in cutting-edge technology, creative jobs in emerging industries, or essential positions in the service sector, we want every Bolton resident to have the chance to find work that aligns with their skills and aspirations.

By investing in our infrastructure, we're setting the stage for long-term business growth that benefits everyone. This inclusive approach isn't just about economic growth; it's about building a resilient community where there are opportunities for personal and career advancement for all.

by
2030

There is an increase in inward investment, including key sectors like manufacturing, logistics and healthcare.

by
2035

Bolton becomes a hub for investment with a focus on sustainable and high-value industries.

by
2040

Bolton is a recognised investment hub in Greater Manchester.

by
2030

There is a creation of new jobs (mix of entry-level and skilled roles) in sectors like advantaged manufacturing, logistics and healthcare.

by
2035

Bolton has a growing and more resilient business market with an increase in the total cumulative of jobs including higher skilled job roles.

by
2040

Bolton has a significant portion of new jobs in high-value industries and is an established economic player in the region with a thriving ecosystem.

A skilled Bolton workforce

Bolton's economic growth is not just about numbers; it's about people. As we grow, we must ensure that no one is left behind, and this means prioritising skills development.

By providing access to education and training opportunities, we can ensure that our workforce is equipped with the skills needed to thrive in a rapidly changing job market. This not only benefits individuals by enhancing their employability and earning potential but also strengthens our local economy by creating a more versatile and capable workforce.

Through this plan, we want to focus on supporting those facing barriers to the labour market, ensuring everyone achieves a minimum skills level, and providing the core and generic skills required across the business base.

Additionally, the borough needs higher-level skills to drive productivity growth and transition towards a higher-skilled, higher-wage economy. To do this, we need to have clear progression pathways in place and instate a culture that values learning and development and all stages of life.

by
2030

More targeted programmes in place, particularly in growth industries to begin addressing skills gaps in the borough.

by
2035

Bolton's unemployment rate and economic inactivity has dropped closer to the national average driven by a skilled and adaptable workforce.

by
2040

No resident is left behind due to a lack of skills, with comprehensive support in place for all demographics.



Inclusive, with access to culture, leisure and visitor opportunities

Inclusivity is at the heart of this mission. Our goal is to showcase Bolton's unique identity, rich diversity, and outstanding assets, ensuring that everyone has the chance to participate in the experiences our borough has to offer. A range of cultural, leisure and visitor opportunities will give us the chance to celebrate and strengthen our community spirit, creating more shared experiences together.

- 1 An accessible culture offer that celebrates Bolton
- 2 A wider range of sports and leisure opportunities
- 3 A bold Bolton Story to tell

An accessible culture offer that celebrates Bolton

Bolton's rich cultural heritage is deeply embedded in our theatres, museums, football club, and award-winning festivals. Institutions like the Octagon Theatre, Bolton Central Library and Museum, and the Albert Halls all play a vital role in shaping our town's identity, hosting world-class events such as the Bolton Food and Drink Festival, major music concerts, and the Bolton Film Festival.

We want culture to run through all that we do, shaping our identity, strengthening our sense of place, and bringing people together.

We are committed to ensuring that all Boltonians feel connected to and involved in the cultural life of the town, celebrating what makes our community unique and a culture offer which meets the needs of all our residents.

These events not only attract visitors from across the country but also create a sense of pride and belonging for our residents.

A wider range of sports and leisure opportunities

Culture and leisure go hand in hand. Connecting people to sports and leisure opportunities is key to improving well-being and social cohesion. Bolton offers a wide range of attractions—from the UK's largest retail park to our stunning natural landscapes and green spaces, we want everyone to find an activity that suits them.

Bolton's extensive range of sports and recreational spaces encourages residents to stay active and connected, in whichever way suits them best. This could be taking part in team sports, going for a swim, or even taking a leisurely walk in one of our green spaces.

We want all residents to have the opportunity to lead active, healthy lives, with access to a variety of activities that suit their interests and needs.

We also recognise that barriers to this exist —whether it's busy schedules, digital distractions, or even the weather.

For some, including older adults, those with disabilities, or people managing long-term health conditions, these challenges can be even greater. That's why we're focused on creating an environment that makes it easier to enjoy what Bolton has to offer, in a way that fits different lifestyles and abilities.

by
2030

More people are engaging in Bolton's vibrant cultural, food and drink offer, and cultural leadership is strong, connected, and diverse.

by
2035

Bolton is a recognised cultural hub with sustained growth in the offer and engagement, and a reputation for community-led cultural projects.

by
2040

Bolton is a national 'go to' destination for its unique culture, food and drink offer, where all residents have equitable opportunity for high quality cultural experiences.

by
2030

A growing number of residents engage in active lifestyles, leading to improved self-reported health and wellbeing outcomes.

by
2035

Health and wellbeing is embedded within Bolton's sports, leisure and physical activity programmes, promoting long-term participation.

by
2040

All residents have equal access to leisure facilities and green spaces, contributing to a significant improvement in mental and physical health.

A bold Bolton Story to tell

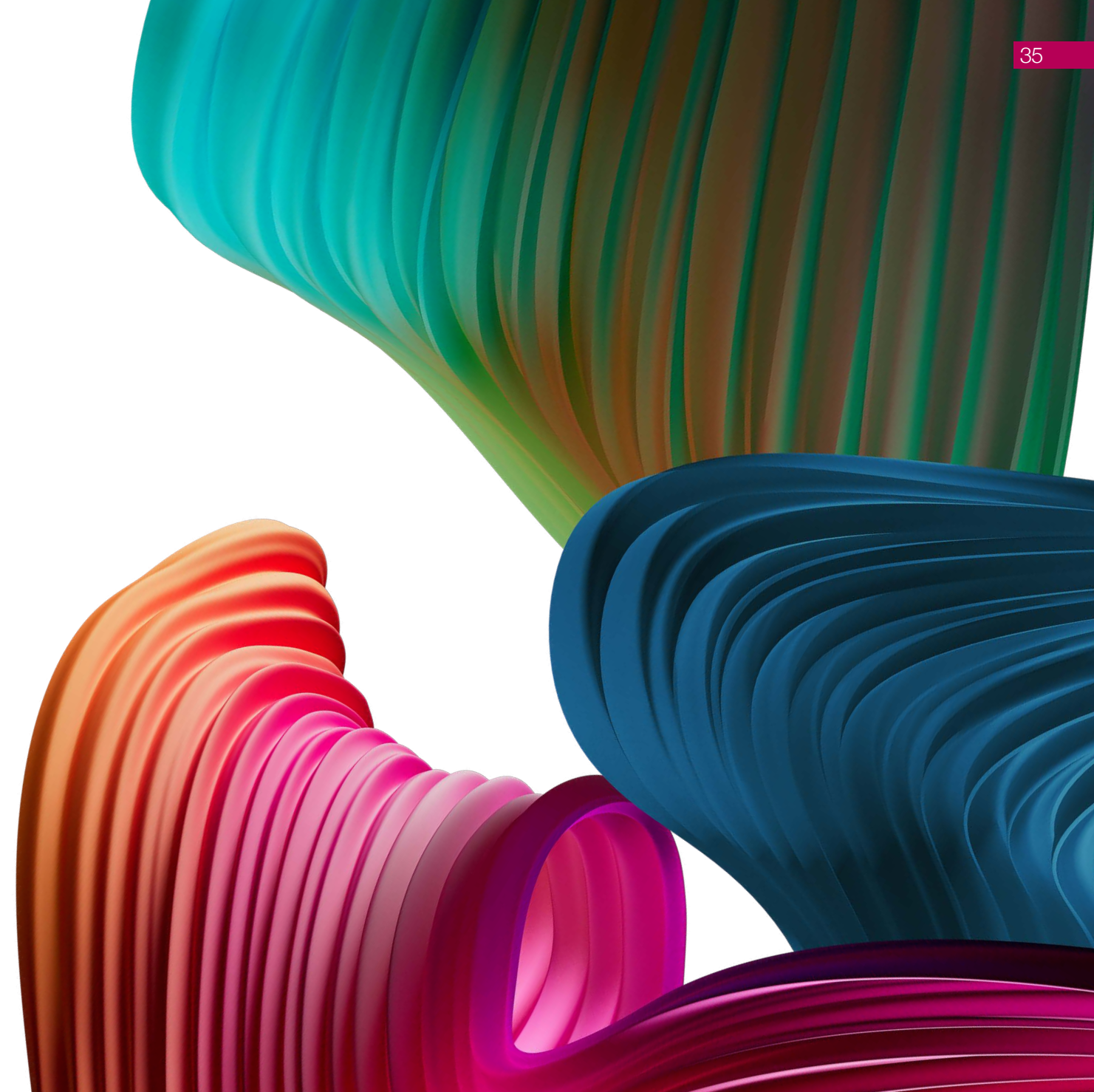
Bolton has all the ingredients to position itself as a top visitor destination.

However, we often don't shout about it enough. By leveraging our cultural and leisure assets, we can attract investment, increase visitor footfall and spending, and enhance the quality of life for our residents.

Bolton is born to perform and has produced a wealth of talent over the years, with well-known figures such as Peter Kay, Paddy McGuinness, Sara Cox, Vernon Kay, Jason Kenny, Amir Khan, Maxine Peake and Clive Myrie proudly championing their hometown. Their success highlights the depth of creativity, ambition, and community spirit that defines Bolton, qualities we all share and have a role in promoting.

As part of our new brand initiative, we've enlisted dedicated brand ambassadors to tell Bolton's story on a wider footprint, igniting pride and celebrating Bolton. The newly formed board and ambassador programme will promote the borough as a place for business, a place with a growing population, a place of connectivity, a place with a diverse leisure and cultural offer, and a place committed to growth.

Through bold storytelling and innovative thinking, Bolton can become a top visitor destination.



by
2030

A strong Bolton brand identity which showcases our cultural highlights, local heritage, and visitor attractions.

by
2035

Bolton will be recognised as one of the North West's top visitor destinations, known for its vibrant culture, landscapes, and warm hospitality.

by
2040

Bolton will have an expanded reach and reputation as a visitor destination across the UK.

Bolton

IS BORN TO PERFORM

Supportive, empowering and where people feel a sense of belonging

The fourth mission is about creating a supportive and empowering environment where residents feel a strong sense of belonging. We want Bolton to be a place where everyone feels supported, empowered, and connected—a borough where people have independence over their lives, access to quality housing, and the infrastructure to stay connected both digitally and physically.

- 1 People are living well independently
- 2 A quality housing offer
- 3 Better connected residents

People are living well independently

We envision a community where every Bolton resident thrives independently, supported by services and resources tailored to their circumstances. Central to this is the provision of high-quality, person-centred care—to ensure individuals maintain their independence.

We want to empower our residents to make decisions about their care and daily lives; with care and support personalised to focus on their strengths and the outcomes they want to achieve.

When additional care and support is needed, we are committed to delivering quality services that meet these needs effectively. For most people, this will mean receiving care in the comfort of their own homes. However, for those

who require hospital or specialist care, we will work to ensure that their time away from home is as brief as possible, supporting their return home as soon as it is safe to do so.

Given that a significant number of older individuals in Bolton are homeowners who will continue residing in their current homes, it's imperative to support them in maintaining their quality of life. This includes assistance with home maintenance, necessary adaptations, and improvements in energy efficiency.

Such initiatives not only enhance living conditions but also promote sustainable and independent lifestyles.

A quality housing offer

A sense of belonging starts with a place to call home. We are committed to making Bolton a place where people feel at home, with housing that meets diverse needs and strengthens communities ability to thrive.

To achieve this, we need to expand the supply of high-quality, affordable housing that meets the needs of all residents – whether that's young people buying their first home, families seeking stability, or older adults wanting to live independently. Through developing more inclusive and sustainable housing options, we aim to address housing challenges and create vibrant communities where people feel safe, secure, and supported.

At the same time, it is just as important to ensure that existing housing provides a strong foundation for people's lives. Through collaboration with landlords as part of The Good Landlord Charter, we will work to raise renting standards across GM, supporting landlords to meet enhanced standards, above the minimum legal requirements. The charter starts from the principle that a renting experience cannot be considered 'good' unless it is: Affordable, Inclusive, Private and secure, Responsive, Safe and decent, Supportive and Well Managed.

By having a strong housing offer, we can work to ensure that people can live safely, and independently within their own communities, whatever their circumstances.

by
2030

Bolton will expand community-based support services, including tailored care and support packages for older and vulnerable people.

by
2035

Residents with long-term health conditions have access to personalised care plans and assistive technology.

by
2040

Innovative care packages with provisions are in place to provide personalised care and community-led solutions

by
2030

More residents benefit from stable and secure housing through a combination of improved housing standards and an expanded supply of affordable and social homes.

by
2035

Bolton has a diverse housing market, addressing any long-term housing shortages with good quality housing.

by
2040

Bolton has mixed-use neighbourhoods that combine residential, commercial, and recreational spaces, meeting the needs of residents.

Better connected residents

As part of this mission, creating a well-connected borough is key. Reliable transport infrastructure ensures that residents can access work, healthcare, education, and leisure opportunities seamlessly, no matter where they live.

Meanwhile, digital connectivity has become an integral part of modern life, enabling access to online services, remote healthcare, social connections, and opportunities to develop essential digital skills. By improving public transport networks, promoting active travel options, and reducing digital exclusion across our communities, we can remove barriers to participation and foster a more inclusive and accessible Bolton.

At the same time, better connectivity complements the broader goal of empowering individuals to take control of their own lives.

When people are less isolated and better equipped to make decisions about their education, careers, and daily lives, they are more likely to thrive, reach their full potential, and make meaningful contributions to their communities.

This self-sufficiency, fuelled by improved infrastructure and opportunities, nurtures confidence, resilience, and a greater sense of personal empowerment.

by
2030

All residents in Bolton can access affordable and reliable public transport and digital infrastructure, helping to reduce social exclusion.

by
2035

No one in Bolton experiences involuntary exclusion from transport or digital services, ensuring full connectivity for all.

by
2040

Public transport becomes the preferred mode of travel for most residents, while universal digital literacy empowers everyone to engage fully in modern life.



Safe and protected, with confident, cohesive communities

Every resident deserves to feel safe, valued, and connected to their community. Our fifth mission focuses on making Bolton a place where people feel protected, crime and anti-social behaviour is tackled effectively, and communities have a strong voice in shaping their future.

By improving community safety, improving our environment, and strengthening local engagement, we will foster a borough where people take pride in their surroundings and work together to create a better future.

1 Safer communities

2 Stronger Community
voice and cohesion

3 A cleaner, greener
Bolton

Safer communities

Reducing crime and exploitation is a key priority. Crime has a significant negative impact not just on victims, but also on families, offenders, and the wider community – carrying a major social and financial cost. Reoffending alone costs society an estimated £18 billion per year. Here in Bolton, we are committed to breaking these cycles by investing in both enforcement and prevention.

As we work to reduce crime, we need to ensure a joined up, evidence-led approach which brings agencies together at a local level to consider the root causes of the problem. This means working with partners and communities to understand the factors that contribute to crime, such as trauma, poor mental health, school exclusion, unemployment, housing instability, substance misuse, and exploitation. Addressing these root causes of crime is essential to building safer, more resilient communities.

We also recognise the growing risks posed by criminal exploitation, gang involvement, and online harm. Many young people are drawn into unsafe situations due to a lack of positive opportunities, economic hardship, or coercion by others. Early intervention is key to preventing this cycle.

Through stronger partnerships between schools, youth services, and community organisations, we will equip children and young people with the knowledge, resilience, and support networks needed to stay safe.

Our borough plan emphasises early intervention and targeted support to prevent children, young people, and adults from entering the criminal justice system. Additionally, we must implement proactive measures to deter reoffending and ensure the safety of our residents.

Stronger community voice and cohesion

Safer communities are built on trust, cooperation, and shared responsibility. As part of this mission, we will work with residents to ensure they have a greater say in decisions that affect them, enabling people to actively shape services and improvements in their communities.

Whether through stronger partnerships or by enabling grassroots initiatives, we want local people to feel heard, connected and involved in the future of their area.

As part of this plan, we want to create the conditions to enable residents to use their voice. By integrating learned and lived experiences, we can co-produce solutions

that are more effective and responsive to the real needs of our community. This approach lays the foundation for creating a new relationship with communities, built on collaboration and trust.

Through informed decision making and better connections between communities and services, we will be able to amplify our respective strengths to improve service delivery. We want to move away from doing things to our residents; instead, we will work alongside Bolton's residents to support and empower them to help themselves.

by
2030

Effective multi-agency action is taken to reduce the risk of exploitation, cut crime rates, and break cycles of reoffending, creating safer communities.

by
2035

Sustained investment in prevention and early intervention programmes significantly reduces crime rates, ensuring long-term safety and resilience within communities.

by
2040

Bolton is a safe borough, where exploitation is actively prevented, and residents feel safe and empowered in their communities.

by
2030

Bolton has robust ways of engaging the community, that empower residents to influence local decisions whilst strengthening social cohesion.

by
2035

Bolton will be a borough where community voice drives local priorities, reflecting the strength of more connected communities.

by
2040

Residents will play an active role in decision-making to meet the needs of all communities in Bolton.

A cleaner, greener Bolton

The delivery of green infrastructure, alongside social and physical infrastructure, is integral to Bolton's plan to ensure growth is sustainable whilst also reducing our carbon footprint and improving our environment.

The world around us is changing rapidly, with increasing temperatures, extreme weather, and threats to property, health, and the environment. Climate change affects everyone, but we all have the ability to make a difference. Studies show that a future powered by clean energy is possible, but to achieve this, we need to commit to our goals and start taking action immediately.

In 2019, a climate emergency was declared in Bolton, leading to the development of Bolton's Climate Change

Strategy 2030. As we implement this strategy over the coming years, it is essential that we remain adaptable, embrace new technologies, and work collaboratively on both regional and national levels. We also recognise that our residents must play an active role, as we cannot achieve this for Bolton alone.

Through our plan, we will continue investing in public spaces, improving infrastructure, and addressing environmental issues, creating communities where people feel secure and proud to live.

In exchange, we want our residents to play their part, by looking after the environment, embracing renewable energy options and making active travel a part of daily life.

by
2030

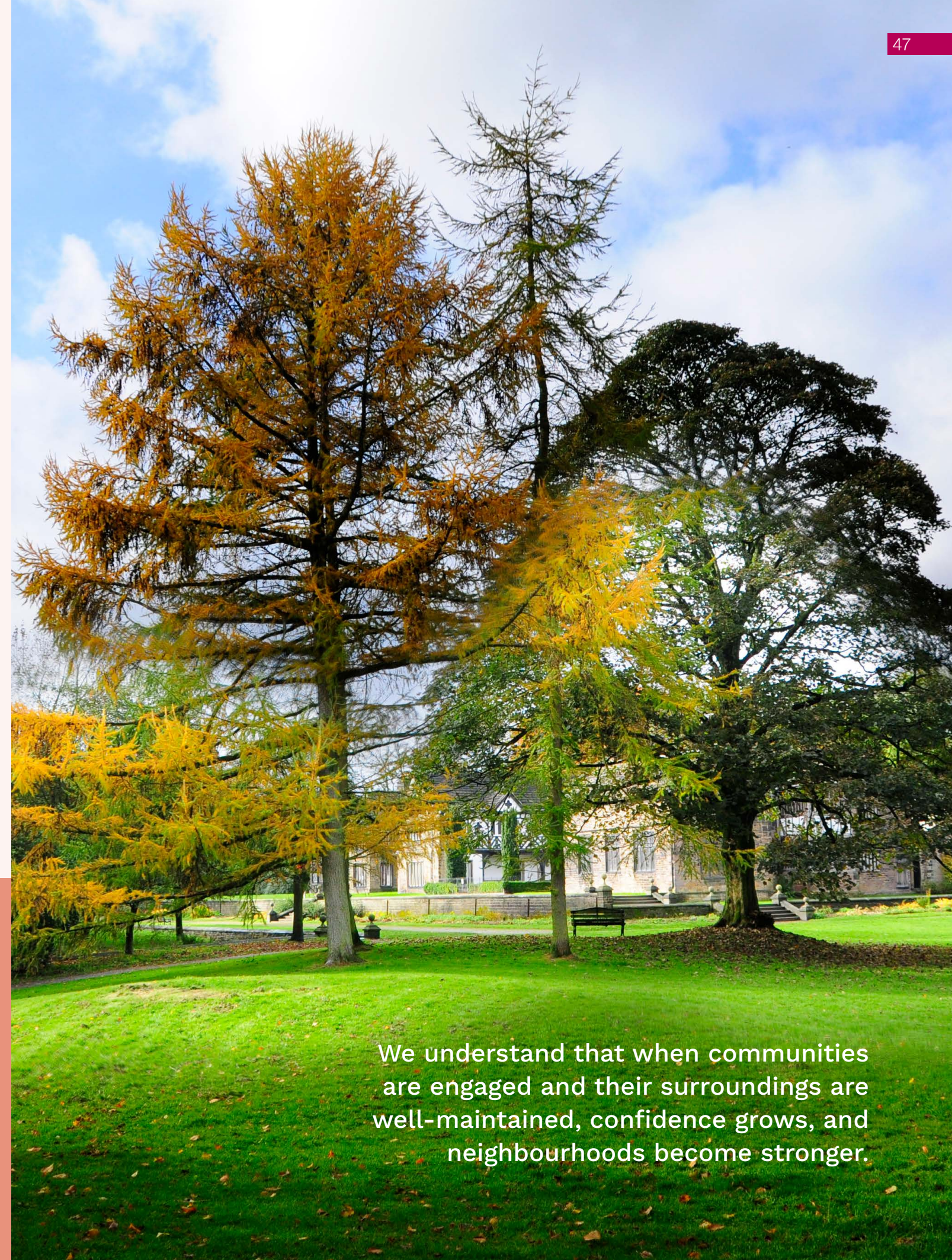
The carbon emissions of our borough are reduced, working towards net zero.

by
2035

Key community infrastructure is adapted to prepare for a changing climate and our local natural environment is protected.

by
2040

Bolton has a flourishing green economy with the Right Mix of sustainable transport options across the borough.



We understand that when communities are engaged and their surroundings are well-maintained, confidence grows, and neighbourhoods become stronger.

Healthy, where our population live well for longer

Our sixth mission is to ensure that Bolton becomes a borough where everyone can live a long, healthy, and fulfilling life. This mission is rooted in prevention, empowerment, and innovation, with a focus on creating a healthier, more resilient population. We aim to reduce health inequalities, promote well-being, and ensure that every resident has access to the resources and support they need to thrive.

Prevention is one of the key pillars of this plan. By promoting healthy lifestyles, encouraging physical activity, and supporting mental well-being, we can reduce the burden of preventable diseases and improve quality of life. This includes tackling obesity, smoking, and alcohol misuse, as well as promoting mental health resilience and early intervention for those at risk.

- 1 Bolton residents are living healthier lives
- 2 Strengthened neighbourhood health services
- 3 A reduction in unfair differences in health

Bolton residents are living healthier lives

We are committed to creating a borough where residents can lead healthier, more fulfilling lives through a combination of preventative and proactive measures. In doing so, we must achieve the right balance between preventative, proactive and reactive care to build a more efficient and effective health and social care system that prioritises prevention alongside timely treatment.

For those already facing health challenges, it's important to identify and address potential health issues before they become severe or symptomatic.

To do this, proactive care must be delivered effectively, focusing on early detection and interventions which prevent the progression and migration of health problems.

However, we recognise health is not just the absence of illness, it's about creating conditions where people can flourish physically, mentally, and socially. We will take a holistic approach by tackling the broader factors that influence health - such as housing, education, employment, and the environment—through our wider missions.

Strengthened neighbourhood health services

Having accessible, neighbourhood health services is reducing barriers to care and helping our residents live healthy, fulfilling lives. By expanding these services to ensure care is available closer to home, we reduce the need for unnecessary hospital visits and provide faster, more proactive care when residents need it most.

This coordinated approach allows us to meet the full spectrum of physical, mental, and social health needs, making community-based health services the first point of contact for residents.

In Bolton, we have been actively redefining what community-based care can be, ensuring that residents have easy access to this full spectrum of services

right at their doorstep. Local initiatives are working to create accessible neighbourhood health services where care is more than just a visit—it's a coordinated, proactive process aiming to reduce unnecessary hospital trips while delivering timely, targeted treatments.

By pooling resources, sharing information, and coordinating efforts across professional disciplines, we aim to provide services that are tailored specifically to the residents of its diverse neighbourhoods. This model tackles health issues at their roots, from prevention and early intervention to managing chronic conditions, thereby easing the demand on hospital-based services and ensuring care is as community-oriented as possible.

by
2030

A more embedded proactive care model to enhance health outcomes and improve quality of life.

by
2035

There are measurable improvements in the overall quality of life for residents, including mental health, physical fitness, and chronic disease management.

by
2040

Bolton residents enjoy longer, healthier lives, with increased healthy life expectancy and improved overall wellbeing.

by
2030

There is an expansion of neighbourhood health services with integration of wider support services.

by
2035

Full integration of health and social care services which provide seamless support for individuals transitioning from hospital to home.

by
2040

Bolton has holistic care models which integrate physical, mental and social care, where neighbourhood health services are a first point of contact.

A reduction in unfair differences in health

A core focus of this mission is addressing health inequalities and reducing unfair differences in health outcomes across Bolton. We are committed to understanding and addressing the health challenges faced by the most vulnerable groups in our community, ensuring they have access to the services and support they need.

By targeting the borough's most deprived areas and focusing on our most at-risk populations, we will work towards closing the life expectancy gap and ensuring that all residents, regardless of background, can enjoy the benefits of good health and well-being.

Our vision is a Bolton where health and well-being are woven into the fabric of everyday life. Through collaboration with communities, healthcare providers, and partners, we will create an environment that supports healthy choices, fosters resilience, and empowers individuals to take control of their health.

Together, we will build a borough where everyone has the opportunity to live a longer, healthier, and more fulfilling life.

by
2030

A strengthened understanding and reduction in health inequalities for Bolton's 5 PLUS groups.

by
2035

Measurable progress in reducing health inequalities for the most deprived residents in Bolton.

by
2040

Life expectancy differences across Bolton's communities are significantly narrowed, creating a more equitable health landscape.



Making Bolton's Borough Plan happen

To bring this plan to life, we need strong leadership, teamwork, and accountability at every level. To stay on track, we've set up a clear structure to guide decision-making and ensure real progress.

The Vision Board oversees the big picture, making sure our goals stay on course. While it does not directly carry out the plan, it helps keep priorities focused on what Bolton needs most. Supporting this, three key groups—the Vision Executive Group, Locality Board, and Health and Wellbeing Board—work behind the scenes to tackle challenges, make sure efforts are coordinated, and use resources wisely. These groups work alongside Strategic Delivery Partnerships which, with help from the wider team, lead specific projects and drive progress towards our Vision.

Making this plan a reality isn't just down to governance boards and partners —
it relies on all of us.

It's about all of us. Residents, businesses, and community groups can get involved in shaping Bolton's future. Whether it's taking part in local projects, giving feedback on services, or simply helping in the community, small actions—like volunteering or joining a local forum—can have a big impact. When we work together, we can turn our shared vision into a reality and create a better Bolton for everyone.

To stay on track, we will closely measure progress to make sure all our missions lead to real, positive change. By using clear indicators, we can see what's working and step in when we need to keep things moving in the right direction. This approach ensures that Bolton's future will be built on solid foundations.



By 2040 we want
Bolton to be a thriving
borough, where people
want to live, work, study,
invest and visit.



Together, we will build a
brighter future for Bolton...

www.boltonvision.org.uk

