

BOLTON

Joint Local Health and Wellbeing Strategy

2026–2029





CHAIR'S FOREWORD

Bolton is a borough with strong communities, proud history and real ambition for the future. We also face significant and persistent health inequalities that cannot be solved by any one organisation acting alone.

The Health and Wellbeing Board exists to bring partners together to focus on what matters most for the health and wellbeing of our residents. This Joint Health and Wellbeing Strategy sets out how we will do that differently including priorities for action, clear leadership and a strong focus on prevention.

Using the 'Drive, Influence and Observe' approach, the Board has agreed to focus on a selection of key priorities where we can add the greatest value: tackling social isolation, making physical activity part of everyday life, and ensuring people live in safe, warm and healthy homes. These priorities reflect what we know about the wider determinants of health and where collective action can make the biggest difference.

This strategy does not replace the many strong plans already in place across Bolton. Instead, it provides a shared direction and a clear expectation of how we work together as a system so that we are aligning our efforts, removing barriers and holding ourselves to account for progress.

Improving health and wellbeing is everyone's business. Through this strategy, the Health and Wellbeing Board commits to working with partners and communities to build a healthier, more connected and more inclusive Bolton.

Councillor Sean Fielding.
Chair, Bolton Health and Wellbeing Board



CONTENTS

- 06 BACKGROUND
- 12 OVERVIEW OF BOLTON'S JOINT STRATEGIC NEEDS ASSESSMENT
- 18 DRIVE PRIORITIES
- 26 INFLUENCE PRIORITIES
- 28 OBSERVE: INTELLIGENCE, ASSURANCE AND FUTURE PRIORITIES
- 30 DELIVERING THE STRATEGY



Background

Bolton's Health and Wellbeing Board

Bolton's Health and Wellbeing Board is a key strategic partnership board which fulfils the responsibilities of the Health and Social Care Act 2012.

Health and Wellbeing Boards have been a key mechanism for driving joined up working at a local level since they were established in 2013.

The Health and Care Act 2022 introduced new structures to the health and care system, including the establishment of integrated health and care boards.

Locally, this saw the introduction of NHS Greater Manchester Integrated Care Board and local arrangements for place-based partnerships.

In the context of these arrangements, Bolton's HWBB plays a vital statutory role in setting the strategic direction for improving health and wellbeing, and reducing health inequalities throughout the borough.

Ingredients for success:

- **Evidence informed approach**, based on a shared understanding of the health and wellbeing needs of our local population, and what works to build good health and reduce inequalities.
- **Bolton's Joint Strategic Needs Assessment (JSNA)** provides a comprehensive range of analyses published at www.boltonjsna.org.uk and is supported by Bolton's Research and Intelligence Network (BRAIN).
- **Bolton's Prevention Framework** provides a tool to support the design and reorientation of strategies and action plans to systematically consider opportunities to focus on prevention and earlier intervention.
- **Community Collaboration approach** ensures that residents, communities and people with lived experience are active partners in identifying priorities, shaping solutions and improving outcomes.
- **Proportionate Universalism** to ensure that we focus on reducing inequalities for the most vulnerable Bolton residents
- **Joint working and strong partnerships** focused on system and environments to support fairer health for all.

Statutory members include:

- Local councillors
- Director of Public Health
- Directors of Adults and Children's Services, Bolton Council
- Greater Manchester NHS Integrated Care Board (Bolton Locality)
- HealthWatch Bolton
- Voluntary sector representation

We also include Director of Place from Bolton Council, Greater Manchester Police (Bolton Division), Bolton Housing Partnership, NHS Bolton Foundation Trust and Greater Manchester Mental Health NHS Foundation Trust as active members of our partnership.

Our purpose

This Joint Health and Wellbeing Strategy (JHWS) sets out how the HWBB will provide **clear, focused system leadership** to improve population health and reduce inequalities. It reflects the HWBB's statutory role and its renewed purpose following the 2025 development sessions, adopting the **Drive, Influence, Observe** approach to maximise impact while avoiding duplication of existing strategies and delivery arrangements.

The strategy is aligned to:

- Bolton 2040 Borough Plan and Vision 2040
- Bolton Locality Plan (2024–2029) – and Neighbourhood Health Plan
- Greater Manchester strategies and frameworks including Live Well, Housing First and The GM Strategy 2025-35, plus the Greater Manchester VCSE Accord
- Fit for the future: 10 Year Health Plan for Health

The HWBB will concentrate on **a focused set of priorities where it can add unique value** by convening partners, setting expectations, unblocking barriers and holding the system to account.

The Bolton Prevention Framework – our shared approach

This strategy is explicitly underpinned by the Bolton All Age Prevention and Inequalities Framework, which provides a shared language and approach for prevention across the life course.

The HWBB will use the Bolton Prevention Framework to guide prioritisation, decision-making and assurance, ensuring this strategy adds value to, and aligns with, the wider Bolton strategic landscape.

The Framework supports partners to:

- **Act upstream**, addressing the root causes of poor health before problems escalate – Apply proportionate universalism, with universal action and greater intensity where need is greatest
- **Focus on environment**, place and context, alongside primary, secondary and tertiary prevention
- **Build on community and neighbourhood assets** to reduce inequalities and improve outcomes



How the Board works: Drive, Influence, Observe¹

Board function

How it works

Drive

Where the Board will lead and own delivery, using its convening power and collective authority to agree a small number of high-impact priorities and actions.

Board-led action plans and themed workshops

Influence

Where the Board will shape and align wider system activity, ensuring health and wellbeing is embedded across strategies, plans and investment decisions.

Alignment and challenge through partnership governance

Observe

Where the Board will assure, monitor and challenge, using intelligence and outcomes to assess progress, identify emerging issues and determine future priorities.

Public Health Outcomes Framework (PHOF), JSNA, intelligence and annual review

¹Southwark Council (2022). Southwark's Joint Health and Wellbeing Strategy.

Our shared ambition

Everyone in Bolton is able to live a healthy, connected and fulfilling life, supported by strong communities, active environments and good quality homes.



Overview of Bolton's Joint Strategic Needs Assessment

Population and demography

Bolton is home to around 310,000 residents. Almost a quarter of the population (24%) are aged under 18, while 17% are aged 65 and over. Bolton has a higher proportion of children and young people than England as a whole, and slightly more than Greater Manchester. By contrast, the proportion of people aged 65 and over is lower than England overall, but marginally higher than the Greater Manchester average.

Looking ahead, Bolton's population is projected to grow to around 317,000 by 2040, representing an increase of 3.8% from 2025. This rate of growth is expected to be lower than that for both Greater Manchester and England overall.

Diversity and communities

Bolton is a diverse borough with a wide range of communities and cultures. Around 69% of residents identify as White English, Welsh, Scottish or British, while 31% identify with other ethnic groups. One fifth of the population belongs to Asian ethnic groups and around 4% to Black ethnic groups. The proportion of residents from Asian ethnic

backgrounds is higher than the Greater Manchester and national averages, while the proportion from Black ethnic backgrounds is lower.

English language proficiency is high across the borough, with around 97% of residents speaking English as their main language or reporting that they speak English well.

Deprivation and inequality

Bolton faces significant and persistent inequalities. The borough sits just outside the 10% most deprived local authority areas in England. Nearly half of residents (46%) live in neighbourhoods that fall within the 20% most deprived areas nationally, while 16% live in areas among the 20% least deprived.

These inequalities are particularly evident for children and families. In 2024, around 38% of Bolton's children—approximately 24,600 individuals—were living in relative low income households, placing Bolton among the highest 20 local authorities in England for child poverty.

Our place

Bolton is located in the North West of England and is one of the ten constituent boroughs of Greater Manchester. It shares boundaries with the Greater Manchester boroughs of Bury, Salford and Wigan, and with Chorley in Lancashire and Blackburn with Darwen to the north.

The borough is classified entirely as urban, nearer to a major town or city. Around 27% of Bolton's land is developed, including highways and transport infrastructure (10%), residential land (5%), and industry and commerce (2%). The remaining 73% is classed as undeveloped land. This includes areas used for agriculture (29%), forest, open land and water (18%), and residential gardens (15%).

The most densely built up areas of the borough are around the main town centre and Farnworth in the south, which also experience higher levels of deprivation. The west of the borough is less densely developed, but includes established communities and local centres around Horwich and Westhoughton, where pockets of deprivation are also present.

Bolton has a rich built and natural heritage. It includes three Grade I listed buildings and many other buildings and sites of historical significance. The borough is also home to several Sites of Special Scientific Interest, including the West Pennine Moors, Red Moss in Horwich, and Nob End and Ashclough in Little Lever.

Housing in Bolton reflects its Victorian and industrial history. One third of households (33.2%) live in terraced

properties and 13.3% live in flats. Fuel poverty affects an estimated 12.4% of households, reflecting the interaction between household income, energy efficiency and energy costs.

Work, income and living conditions

Just over two thirds (68.5%) of Bolton residents aged 16–64 are in employment, a lower proportion than the North West average. Among residents who are economically inactive, the largest groups are those who are long term sick (33.8%), students (23.3%), people who have retired (11.2%), and those looking after home and family (18.0%).

Earnings in Bolton are lower on average than those seen across Greater Manchester, the North West and England as a whole. The median annual full time gross salary for residents working in Bolton is £30,455, compared with £35,176 in the North West and £37,647 nationally. Income levels are an important determinant of health and wellbeing, influencing housing, diet, transport and access to opportunity.

Environment, behaviour and community assets

People's health related behaviours are shaped by the social and physical environments in which they live. Bolton has a higher concentration of fast food outlets (155.1 per 100,000 population) than the England average. Around 70.6% of adults are overweight or obese, again higher than the England rate. Just under a quarter of adults (23.5%) meet recommended fruit and vegetable intake, and 61.4% are physically active, both lower than national averages.

Smoking prevalence among adults in Bolton (11.5%) is similar to England and has fallen substantially over time, from 24.3% in 2011, reflecting sustained prevention and cessation efforts.

Among children and young people, 36.7% of Year 6 pupils (aged 10–11) are overweight or obese, a rate similar to England and consistent with the long term national trend. Encouragingly, 58% of children are physically active, higher than the England average.

Alongside these challenges, Bolton benefits from strong community assets. The voluntary, community and social enterprise sector is active and well established, with around 26% of adults volunteering at least once a month, supporting social connection, resilience and local action. This is higher than the England average of 17%.

Our health and wellbeing

As in many areas of the North of England, overall health outcomes in Bolton are poorer than the national average across a range of measures. Life expectancy, a key indicator of population health and inequality, has been consistently lower than England since 2001. Life expectancy at birth is 76.9 years for males and 81.4 years for females—more than two years lower than the England average for both.

Within the borough, there are significant differences in life expectancy between neighbourhoods, with a gap of more than ten years between the most and least deprived areas. These differences reflect wider inequalities in the conditions that shape health, including income, employment, housing, education and the local environment.

The conditions contributing most to life expectancy differences by deprivation include circulatory and respiratory disease for males, and respiratory disease and cancer for females. Mortality under the age of 75 from all causes is higher than the England average, as are death rates from heart disease and stroke, chronic lower respiratory disease and lung cancer.

Mental and physical health are closely interconnected. In Bolton, 15.2% of adults are recorded as experiencing depression on GP disease registers, and 7.4% report that they often or always feel lonely. These figures are similar to national averages and highlight the importance of prevention, early support and community connection.

Health inequalities are evident from early childhood. Over a third (34.5%) of five year olds in Bolton have visually obvious dental decay, compared with 22.4% nationally. Immunisation uptake remains broadly in line with England, with 90.3% of children receiving at least one dose of the MMR vaccine by age two, providing important protection against measles, a highly infectious but vaccine preventable disease.



Bolton Joint Health and Wellbeing Strategy 2026-2029

System leadership for a healthier, fairer and more connected Bolton

**OUR SHARED AMBITION**

“Everyone in Bolton is able to live a healthy, connected and fulfilling life, supported by strong communities, active environments and good quality homes.”

THE BOLTON PREVENTION FRAMEWORK Our shared approach

**Act upstream**
Address root causes before problems escalate

**Tackle inequalities**
Reduce unfair differences in health outcomes

**Focus on place and context**
Shape healthier environments and neighbourhoods

**Primary, secondary and tertiary prevention**
Support across the whole life course

**Proportionate universalism**
Universal action with greater intensity where need is greatest

**Build on assets**
Strengthen community and neighbourhood assets and resilience

HOW THE BOARD WILL WORK

**DRIVE**
Local collective action where the Board can add greatest value

**INFLUENCE**
Shape wider system priorities, policies and investment decisions

**OBSERVE**
Monitor outcomes, inequalities and emerging needs to inform action

DRIVE PRIORITIES - Where the Board will lead collective action

1**SOCIAL ISOLATION**
Building connected lives and communities

Reduced loneliness and isolation across the life course by strengthening connections, inclusion and a sense of belonging in our communities and neighbourhoods.

**Stronger, more connected communities where people feel they belong**

2**PHYSICAL ACTIVITY**
Active Bolton by default

Make physical activity the easy choice through active environments, everyday movement and decisions that support healthier, more independent lives.

**Physical activity embedded into everyday life for all**

3**HOUSING**
Healthy homes for good health

Ensure everyone has access to safe, warm, secure and affordable homes that support health and wellbeing, and reduced inequalities.

**Safe, warm and secure homes supporting good health for all**

OBSERVE - Intelligence, assurance and future priorities

**DATA AND INTELLIGENCE**
Using the JSNA, PHOF and local intelligence to understand need and inequalities

**MONITOR AND ASSURE**
Track progress on outcomes, inequalities and wider determinants of health

**IDENTIFY AND CHALLENGE**
Spot emerging issues, opportunities and barriers and provide constructive challenge

**INFORM FUTURE ACTION**
Shape future priorities and influence system decisions

INFLUENCE PRIORITIES Shape and align

**Commercial determinants of health**

**Smoking and alcohol**

**GM live well**

**Employment skills and good work**

**Wider physical activity strategy oversight**

**Health protection**

OUR COLLECTIVE COMMITMENT

Lead with prevention

Reduce inequalities

Strengthen neighbourhoods and communities

Improve the wider determinants of health

Work together across boundaries and sectors

Use evidence and lived experience to guide our decisions

Detailed action plans for each Drive priority will be developed with partners during the lifetime of this strategy

 Working together today to build a healthier, fairer and more prosperous Bolton for generations to come.

DRIVE PRIORITIES

1. Social isolation and connection

Connected communities, stronger neighbourhoods, health through belonging

Why social connection matters for health and wellbeing

Social connection is a fundamental contributor to health, wellbeing and resilience across the life course. Feeling connected to other people, communities and places supports mental wellbeing, physical health, independence and quality of life, while social isolation and loneliness are associated with poorer health outcomes, increased mortality risk and increased demand on health and care services. While social isolation describes a lack of social contact, loneliness is the subjective feeling of being disconnected or lacking meaningful relationships. Although distinct concepts, they are closely linked and both are associated with poorer health and wellbeing outcomes.

Social isolation can affect people at any stage of life and may be temporary, long-term or cyclical. Experiences of loneliness and disconnection are shaped by a wide range of factors including poverty, poor housing, unemployment, disability, caring responsibilities, bereavement, ill health, digital exclusion and community safety. Some communities and neighbourhoods experience greater barriers to social connection than others, contributing to widening inequalities in health and wellbeing outcomes.

Social isolation is both a cause and consequence of poor health and inequality. People experiencing poor mental or physical health may become more isolated, while social isolation itself can worsen mental wellbeing, reduce confidence and independence, and increase the likelihood

of preventable ill health. Strengthening social connection and community resilience is therefore an important part of prevention, neighbourhood health and supporting sustainable public services.

Prevention and Strategic Context

The Bolton Prevention Framework identifies social connection and belonging as important components of prevention and healthier communities. This includes both primary prevention approaches, such as creating connected neighbourhoods and inclusive environments, and secondary prevention approaches which identify and support people at greater risk of loneliness or social isolation.

Bolton already has a wide range of community assets, voluntary organisations, neighbourhood initiatives and support networks that contribute to social connection and wellbeing. The role of the HWBB is not to duplicate these existing services and partnerships, but to provide system leadership, strengthen alignment and ensure that reducing social isolation is recognised as a shared responsibility across organisations and sectors.

This priority aligns strongly with Bolton's wider neighbourhood approach, Live Well ambitions and the increasing national focus on prevention, community resilience and the role of social connection in improving health outcomes. It also reflects growing evidence that stronger communities and social relationships can support independence, reduce demand on formal services and improve wellbeing across the life course.

Inequalities, Place and Life Course

Experiences of social isolation are not evenly distributed across the population. Different groups may experience isolation in different ways and at different stages of life, including children and young people, carers, people living with long-term conditions or disabilities, older people, unpaid carers, people experiencing poverty or unemployment, and residents experiencing bereavement or major life transitions.

The Board recognises the importance of a life-course approach which considers how social connection can be strengthened at key stages and transitions throughout people's lives. It also recognises the importance of neighbourhoods, local assets and trusted relationships in creating environments where people feel safe, connected and able to participate in community life.

Neighbourhoods and communities that support connection, belonging and participation can contribute to better mental wellbeing, healthier ageing, stronger resilience and reduced inequalities.

The role of the Health and Wellbeing Board

The HWBB will provide strategic leadership to support a whole-system approach to reducing social isolation and strengthening community connection across Bolton. The Board will seek to ensure that social connection and belonging are recognised as important outcomes across services, neighbourhoods and life stages.

The HWBB's role is not to lead operational delivery, but to convene partners, strengthen strategic alignment and support collective action across the system. This includes bringing together statutory services, voluntary and community organisations, housing providers, employers, neighbourhood teams and residents to support shared approaches to prevention and community wellbeing.

The HWBB will use its strategic leadership role to:

- promote social connection and belonging as core components of prevention and neighbourhood health
- strengthen alignment across life-course, neighbourhood and wellbeing strategies
- support approaches which build on community strengths, assets and relationships
- encourage coordinated responses to loneliness and social isolation
- champion inclusive, connected and resilient communities

What we want to achieve

Through this work, the HWBB will seek to support:

- stronger, more connected neighbourhoods where people feel they belong
- reduced loneliness and improved mental wellbeing across the life course
- increased opportunities for participation, inclusion and community connection
- greater use of community assets and relationships to support prevention and wellbeing
- stronger integration between neighbourhood health, social prescribing and community support approaches
- reduced inequalities associated with social isolation and exclusion, especially for the most vulnerable groups

DRIVE PRIORITIES

2. Physical activity

Built for Activity

Why physical activity matters for health and wellbeing

Physical activity is one of the most important contributors to good physical and mental health across the life course. Regular movement supports healthy weight, cardiovascular health, musculoskeletal strength, independence and emotional wellbeing, while reducing the risk of many preventable long-term conditions including cardiovascular disease, diabetes, some cancers and poor mental health.

However, physical inactivity remains a significant and unequal challenge within Bolton. Activity levels are influenced not only by individual choices, but also by the environments, opportunities and systems around people. Factors such as poverty, disability, poor transport connectivity, access to green space, community safety, housing design and social isolation can all affect whether people are able to build movement into everyday life. As a result, inactivity and its associated health harms are often greatest within the communities already experiencing the poorest health outcomes.

Physical activity also plays an important role in supporting independence, social connectedness, healthy ageing and community resilience. Creating environments where movement is safe, accessible and normalised can improve quality of life while helping to reduce demand across health and care services.

Prevention and Strategic Context

The Bolton Prevention Framework identifies physical activity as a key prevention opportunity, recognising that creating healthier environments and making activity the easy choice can prevent ill health before it develops. This requires a shift from seeing physical activity solely as a leisure or lifestyle issue towards embedding movement into everyday policies, services, neighbourhoods and decision-making.

Bolton already benefits from a range of existing strategies, partnerships and programmes which support active lifestyles, active travel, sport, recreation and healthy environments. The HWBB's role is not to duplicate this work, but to provide system leadership and strengthen alignment across organisations so that physical activity and movement are consistently considered across wider policy and service areas.

This approach aligns strongly with Greater Manchester ambitions around prevention, neighbourhood health, active travel, Live Well and reducing inequalities. It also reflects the growing evidence that the built environment, transport systems, housing developments and neighbourhood design play a major role in determining activity levels and wider health outcomes.

Inequalities, Place and Access

Opportunities to be physically active are not experienced equally across the population. Residents living in more deprived communities, people with disabilities or long-term conditions, some ethnic minority

communities, older people and those experiencing financial hardship can face greater barriers to activity and movement.

The HWBB recognises that tackling inactivity requires a proportionate universal approach, combining universal opportunities for movement with targeted efforts to support communities experiencing the greatest barriers and poorest outcomes. This includes considering how services, neighbourhoods and public spaces can better support safe walking, wheeling, cycling, recreation and everyday movement for all residents.

Creating activity-friendly environments also supports wider priorities including air quality, road safety, mental wellbeing, social connection, climate resilience and healthier neighbourhoods.

The role of the Health and Wellbeing Board

The HWBB will provide strategic leadership to support a whole-system approach to physical activity and active environments across Bolton. The HWBB will seek to ensure that movement and physical activity are considered within wider decision-making relating to planning, transport, housing, neighbourhood development, health services and community wellbeing.

The HWBB's role is not to lead operational delivery, but to support collective leadership, strategic alignment and shared accountability across the system. This includes championing the principle that physical activity should be embedded into everyday life and designed into the places, policies and services that shape residents' health and wellbeing.

The HWBB will use its strategic leadership role to:

- promote a whole-system approach to physical activity and prevention
- strengthen alignment between health, planning, transport, housing and environmental priorities
- support neighbourhood approaches which make movement easier and more accessible
- champion proportionate universalism and reducing inequalities in activity levels
- encourage environments and policies that support active, healthy and independent lives
- reduced inequalities associated with physical activity, especially for the most vulnerable groups

What we want to achieve

Through this work, the HWBB will seek to support:

- physical activity becoming a normal part of everyday life
- healthier, more active and more independent residents
- reduced inactivity, particularly within communities experiencing the poorest outcomes
- safer, more accessible and movement-friendly neighbourhoods
- stronger integration between physical activity, prevention and neighbourhood health approaches
- reduced inequalities in health and wellbeing outcomes linked to inactivity

DRIVE PRIORITIES

3. Housing

Healthy homes for good health

Why housing matters for health and wellbeing

Good quality housing is fundamental to health and wellbeing. Safe, warm, secure and affordable homes support people to live healthy, independent and connected lives, while poor housing can contribute to physical ill health, poor mental wellbeing, social isolation and widening inequalities. Housing conditions influence health across the life course, affecting children's development and educational attainment, working-age adults' ability to remain healthy and economically active, and older people's independence and resilience.

In Bolton, housing-related challenges including fuel poverty, damp and mould, overcrowding, homelessness, insecure housing and poor housing quality continue to impact some of the most vulnerable residents and communities disproportionately. These issues are closely linked to wider determinants of health including poverty, employment, community safety and social connectedness. They also contribute to increased demand across health, social care and public services.

Prevention and Strategic Context

The Bolton Prevention Framework identifies housing as a critical upstream prevention priority. Improving housing and embedding health within housing policy and delivery provides an opportunity to prevent ill health earlier, reduce avoidable demand on services and support healthier neighbourhoods. This aligns strongly with Greater Manchester's wider ambition to improve population health through better homes, stronger neighbourhoods and more integrated public services.

The HWBB will support and provide local system leadership for the ambitions set out within the Greater Manchester Housing Tripartite Agreement, which recognises housing as a key determinant of health and seeks stronger alignment between housing, health and social care systems. The Tripartite Agreement emphasises the importance of prevention, place-based working, neighbourhood models and reducing inequalities through coordinated action across public services. It also recognises that improving health outcomes cannot be achieved without improving the quality, affordability, accessibility and stability of housing.

Homelessness and multiple disadvantage

The Board also recognises the importance of the Greater Manchester Housing First approach, which seeks to provide people experiencing homelessness and multiple disadvantage with stable, permanent housing alongside person-centred support. The principles underpinning Housing First, including trauma-informed practice, prevention, inclusion, independence and long-term stability, strongly align with Bolton's wider approach to prevention, neighbourhood working and reducing inequalities.

People experiencing homelessness or insecure housing often face multiple and interconnected challenges including poor physical and mental health, substance use, social exclusion, domestic abuse, poverty and involvement with the criminal justice system. These residents frequently experience barriers to accessing support and poorer health outcomes, requiring coordinated, compassionate and integrated responses across services.

The role of the Health and Wellbeing Board

The HWBB's role is not to duplicate existing housing partnerships or operational delivery arrangements, but to add value through collective leadership, system alignment, influence and accountability. This includes strengthening collaboration between housing, health, care, public health, voluntary sector and community safety partners to ensure that housing is fully recognised within Bolton's neighbourhood health and prevention approach.

The HWBB will use its strategic leadership role to:

- strengthen alignment between housing, health and wellbeing priorities
- support prevention and early intervention approaches linked to housing need
- promote stronger integration between housing, health and care systems
- champion neighbourhood and place-based approaches
- support action to reduce inequalities experienced by residents most affected by poor or insecure housing

What we want to achieve

Through this work, the HWBB will seek to support:

- healthier, safer and more sustainable homes and neighbourhoods
- reduced health harms associated with poor or insecure housing
- earlier intervention and prevention approaches linked to housing need
- stronger integration between housing, health and care systems
- identification of housing related hazards that may be detrimental to health, ensuring urgent remedial activity where needed
- improved support for residents experiencing homelessness or multiple disadvantage
- reduced inequalities for residents most affected by housing-related disadvantage and those from vulnerable groups

Developing the delivery Plan

Detailed delivery plans and partnership actions for each of the Drive Priorities will be developed collaboratively through the HWBB's ongoing programme of themed workshops and system engagement during the lifetime of this strategy.



Influence priorities

The HWBB's **Influence** role is to shape the wider system so that health, wellbeing and equity are consistently embedded across strategies, policies and investment decisions. In these areas the HWBB does not lead delivery; instead it uses its collective authority to **set expectations, align effort and provide constructive challenge**, ensuring prevention and inequalities are addressed consistently across Bolton.

Influence priorities have been selected where: - there is significant impact on population health and inequalities - delivery already sits elsewhere in the system - Board-level stewardship can add clarity, coherence and momentum.

COMMERCIAL DETERMINANTS OF HEALTH

Prevention lens:

Upstream and environmental prevention, reducing exposure to harm and supporting healthier defaults.

HWBB focus: Ensure health and wellbeing considerations are embedded within relevant local policies and decisions (e.g. planning, regeneration, licensing, economic development), and aligned with Greater Manchester and national approaches. The HWBB will use its influence to highlight the unequal impact of commercial drivers on communities and children.

SMOKING AND ALCOHOL

Prevention lens:

Population-level prevention and early intervention, with a focus on reducing inequalities.

HWBB focus: Maintain oversight of progress, ensure smoking and alcohol considerations are embedded across wider system priorities (including housing, employment and neighbourhood health), and use HWBB challenge where progress stalls or inequalities widen.

GM LIVE WELL

Prevention lens:

Place-based prevention, independence and resilience.

HWBB focus: To ensure that Health and Wellbeing influence is maximised within wider Bolton Public Sector Reform agendas including GM Live Well, ensuring Bolton activity complements regional priorities, supports neighbourhood models and avoids duplication.

EMPLOYMENT, SKILLS AND GOOD WORK

Prevention lens:

Preventing ill health linked to worklessness, insecure employment and poor-quality work.

HWBB focus: Champion good work as a health intervention, ensuring health and wellbeing outcomes are embedded within economic growth and resilience plans, employment and skills strategies, and that health, work and skills systems are aligned.

WIDER PHYSICAL ACTIVITY STRATEGY OVERSIGHT

Prevention lens:

Environmental and contextual prevention.

HWBB focus: Provide strategic oversight to ensure physical activity strategies and programmes are aligned, equitable and reinforce the 'Active Bolton by Default' approach across sectors.

HEALTH PROTECTION

Prevention lens:

Vaccine preventable diseases and outbreaks.

HWBB focus: Oversight for Health Protection Board and receive annual Health Protection Report.

Observe: Intelligence, assurance and future priorities

The **Observe** role recognises that the health and wellbeing needs of Bolton's population are **broader than just the priorities set out in this strategy**. While the HWBB has chosen to focus its 'Drive' role on a limited set of high-impact areas, it retains responsibility for maintaining oversight of the **full breadth of population health needs**.

Through its Observe role, the HWBB will **'keep an eye on'** the wider picture of health and wellbeing in Bolton, ensuring that: - the right issues are being addressed by the right parts of the system - other boards, partnerships and programmes are taking effective action - progress is being made across the full range of health outcomes and inequalities

The HWBB will use the **Bolton Prevention Framework alongside the Public Health Outcomes Framework (PHOF)** to monitor population health outcomes and inequalities, assess whether progress is being made upstream, and identify emerging issues.

The PHOF is the appropriate outcomes framework for the HWBB to observe because it:

- reflects the HWBB's statutory responsibility for population health and wellbeing across the life course
- focuses on the wider determinants of health, prevention and inequalities, not just service performance
- provides a nationally consistent set of indicators, enabling comparison over time and with similar areas
- supports a long-term view of progress, recognising that prevention and system change take time

Using the PHOF allows the HWBB to maintain a whole-population, outcomes-focused perspective, ensuring that attention is not limited to individual programmes or organisational priorities, but remains firmly on whether collective system action is improving health and narrowing inequalities in Bolton.

Through this approach, the HWBB can be assured that the right outcomes are being tracked, that other boards and partnerships are taking effective action, and that it can step in as system leader where sufficient progress is not being made.

The HWBB will:

- review trends and inequalities
- provide constructive challenge where progress is insufficient
- hold the system to account
- identify future Drive priorities where new prevention needs emerge
- use resident insight, lived experience and community intelligence alongside quantitative data to understand progress and identify emerging priorities





Delivering the strategy

This Joint Local Health and Wellbeing Strategy provides the overarching direction for the Bolton Health and Wellbeing Board between 2026 and 2029. It is intentionally focused on system leadership, prevention and collective action rather than detailed operational delivery plans.

For each of the HWBB's Drive priorities, detailed partnership action plans will be developed collaboratively through themed HWBB sessions, stakeholder engagement and ongoing system work during the lifetime of this strategy. These plans will identify specific commitments, measures and areas for collective action where the HWBB can add greatest value.

The HWBB will regularly review progress through its Drive, Influence and Observe approach, using intelligence, evidence and community insight to:

- monitor progress and inequalities
- identify barriers and opportunities
- provide constructive challenge
- align priorities across the system
- respond to emerging health and wellbeing issues

This strategy is intended to remain dynamic and responsive, recognising that improving health and wellbeing requires long-term partnership working, continuous learning and shared accountability across the whole system.

Our Collective Commitment

Improving health and wellbeing in Bolton is everybody's business. No single organisation can address health inequalities alone, and no single service can create the conditions needed for people to live healthy, connected and fulfilling lives.

The HWBB recognises that meaningful improvement will require long-term commitment, shared leadership and collective responsibility across the whole system.

Through this strategy, the Bolton HWBB commits to:

- leading with prevention
- reducing inequalities
- strengthening neighbourhoods and communities
- improving the wider determinants of health
- working collaboratively across organisational boundaries
- using evidence, intelligence and lived experience to guide action

By focusing on the areas where the HWBB can add greatest value, while influencing and assuring wider system activity, Bolton's HWBB will support a healthier, fairer and more connected borough for all residents.

BOLTON

Joint Local Health and Wellbeing Strategy

2026–2029

