



**Well Sefton**

# **Business Plan**

**2016-2018 and beyond...**

**Well North**

# Well Sefton Business Plan

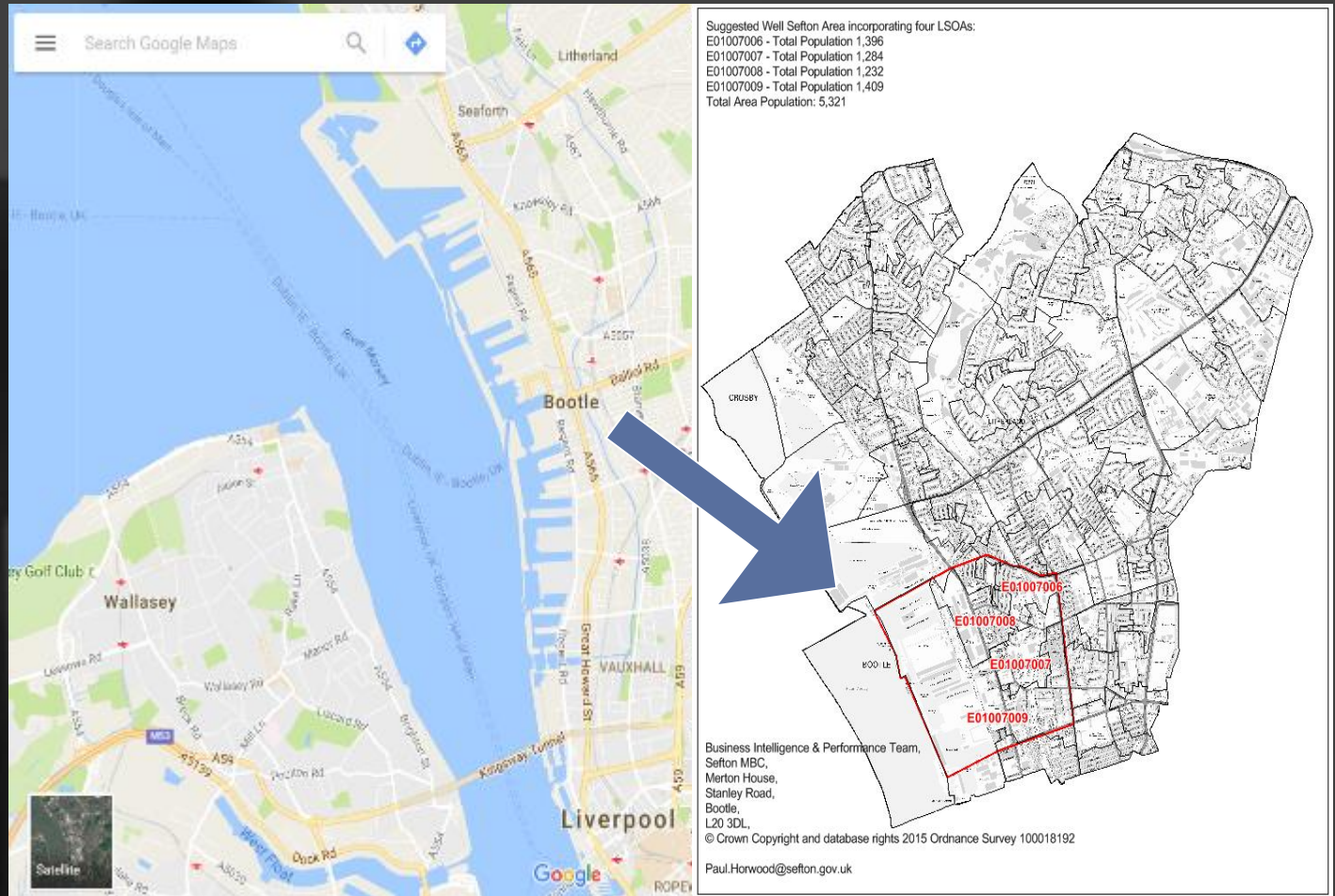
2016-2018 and beyond

<b>Contents</b>	<b>Page Number</b>
<b>A Poem for Bootle</b>	4
<b>The Story of Bootle – Past and Present</b>	5 - 10
<b>Mission Statement</b>	11
<b>Well Sefton – The Collaborators / Partner</b>	12-13
<b>How We Organise Ourselves</b>	14
<b>Influences and Place Making</b>	15-16
<b>Our Big Community Ideas</b>	17
<b>Investing in.....overview</b>	18-21
<b>Four Objectives</b>	22
<b>Investment Proposals...in detail</b>	24-33
<b>Financial / Investment Plan</b>	34
<b>Measuring Success</b>	35
<b>Key Issues and Contacts</b>	36 - 37

This plan has been co-produced by the Well Sefton Thematic Leads.

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# Our Story is About Bootle



[maps.google.co.uk](https://maps.google.co.uk)

# A POEM FOR BOOTLE

*Respice: We think of the past. One of survival.  
Merseyside's funny-bone. Blitzed but unbroken.*

*Aspice: We consider the present. One of hope.  
Rebuilding, not only houses, but pride and confidence.*

*Prospice: We look to the future. One of challenge.  
A fresh wind filling the sails. A new dawn breaking.*

*Bootle: We look to the children. To their imagination.  
For theirs is the power to dream a brighter tomorrow.*

Celebrated poet **Roger McGough** presented a specially-commissioned poem about his home town in Bootle, to Sefton Council at Bootle Town Hall in Feb 2007

McGough's unique style of poetry was nurtured in the clubs and coffee bars of the Toxteth district of Liverpool in the wake of Beatlemania.

The poet was also a member of 1960s group, The Scaffold, alongside Mike McCartney.



# The Story of Bootle – the past

- **Bootle's moto is "Respice - Aspice - Prospice"**  
*"Reflect on the Past Consider the Present and Provide for the Future"*
- In the 1800's Bootle was a popular seaside resort
- The spring water brought local industries to the area such as :  
bleaching, tanning and paper making.
- The Liverpool, Crosby and Southport Railway arrived in the 1840s and  
Bootle experienced rapid growth
- Incoming labourers took advantage of the tram and rail networks to  
get to work at the docks, and Bootle became packed with industrial  
buildings of all types.
- By the end of the 19th century the docks had been constructed along  
the whole of the river front.

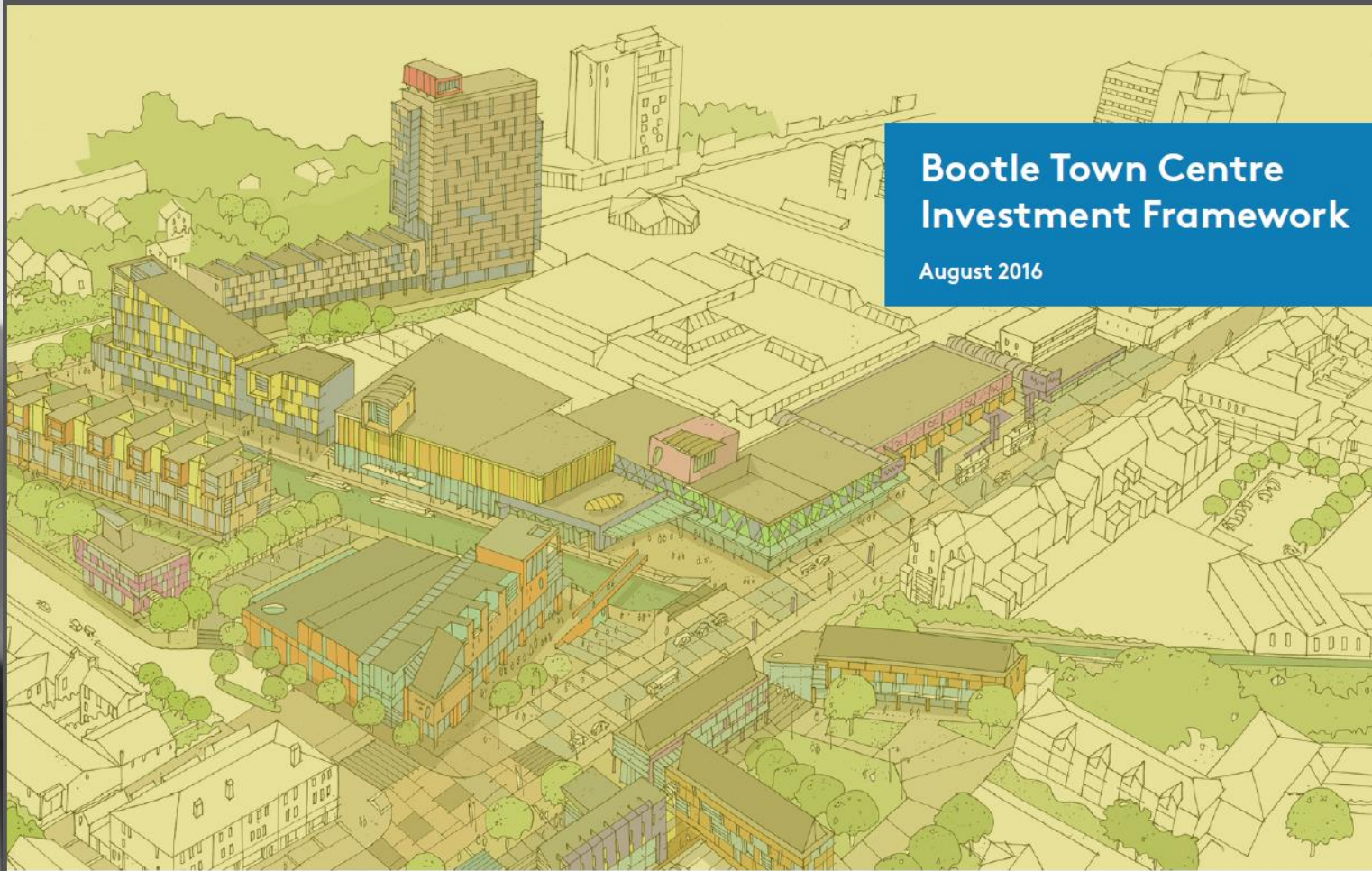




# Bootle's Story – to present day

- The thing that has affected Bootle the most was the second world war.
- During the May Blitz 1941 the residents withstood the severest attacks - 74% of Bootle's houses were either destroyed or damaged.
- The docks declined in importance in the 1960s and 1970s, and Bootle suffered high unemployment
- The centre of the town was redeveloped and the 'Bootle New Strand' shopping centre was opened in the late 1960s. At the same time, new offices were built in the town centre, attracting large organisations.
- Bootle is part of Sefton Metropolitan Borough Council.  
[www.sefton.gov.uk](http://www.sefton.gov.uk)





# Bootle Town Centre Investment Framework

August 2016

Lambert  
Smith  
Hampton

mtud  
MICK TIMPSON  
URBAN DESIGN

Commissioned by Sefton Council

The Investment Plan is a high level document taking a long term view in respect of the potential opportunities for development and improvements. The plan will be used to guide future developments and attract investment.



# VCF DIRECT

## SEFTON'S VOLUNTARY, COMMUNITY & FAITH DIRECTORY

### Keyword

### Post code

### Service category

Apply

Reset

## Service Search

Open Shortlist

Displaying 21 - 30 of 137

Service	Organisation	Description
Supported Child Contact (Bootle) <a href="#">+ Add to Shortlist</a>	Child and Family Connect Merseyside	Support neutral facilities
Book Bank Bootle <a href="#">+ Add to Shortlist</a>	British Heart Foundation Sefton	Your donations help us save lives as we collect shoes & clothes
Charity Shop Bootle <a href="#">+ Add to Shortlist</a>	British Heart Foundation Sefton	We sell donated shoes & clothes

www.vcfdirect.org.uk



## TheSeftonDirectory

Shortlist 0

Recommend 1

Search for keywords

Bootle, Sefton

Search

Home / Search Results

## Search Results

Sorted by: Distance

Max Distance: Off

[+ Add all to Shortlist](#)

[Show results on map](#)

### Category

Choose a directory to filter your results

For Adults (1649)

For Families (1337)

Special Educational Needs & Disabilities (969)

### Ambition Sefton - Bootle (formerly Lifeline)

8.31 miles away

Mersey Care NHS Foundation Trust provides help and support to the residents of Sefton who have a drug and alcohol problem. This service is known as Ambition Sefton. We offer a wide range of recovery focused treatment pathways. These include: Open Access: Just walk in... Sefton House, Canal Street, Bootle, Merseyside, L20 8AH

0151 944 5334

[Website](#)

[+ Add to Shortlist](#)

### Victim Support & Witness Service, Merseyside

8.31 miles away Mon - Fri 9am-5pm

Victim Support is a national charity. Although they are independent from the police they work closely with them and other organisations when a crime has taken place. They give free practical advice and help anybody affected by a crime. If someone is prosecuted for the... 2nd Floor, The Bridgewater Complex, Canal Street, Bootle, Merseyside, L20 8AH

0845 30 30 900 0151 353 4000 Fax: 0151 933 4365

[Email](#)

[Website](#)

[+ Add to Shortlist](#)

### Consolidated Charities Of Thomas Brown & Marsh Dole (Formby)

8.32 miles away Monday to Friday 8.30 am - 5.00 pm

The charity is for the relief of residents in the area of the ancient township of Formby who are in conditions of need, hardship or distress. Town Hall, Oriel Road, Bootle, Merseyside, L20 7AE

0151 934 2068

[Email](#)

[+ Add to Shortlist](#)



www.seftondirectory.com

# Imagine Sefton 2030

conversation started on  
13 June 2016 .

We are engaging our  
communities in  
creating a borough-  
wide vision that will  
promote prosperity  
and see our  
communities flourish.



# Mission

*"Building a Brighter Bootle for tomorrow"*

- **Bootle has great assets in terms of its place, its people and community** – we want to make the most of them.
- **We want to use the Well Sefton programme to springboard new opportunities and forge new connections** to maximise people's ability to strengthen community cohesion and build social capacity.
- We want to **create opportunities for people to improve their life skills, education, employability and enterprise** – we see Well Sefton being a vehicle to support this through investment in our social entrepreneurs and wider partnerships to build capacity and growth
- **We want to be ambitious and bold.** We want to have a sustainable business plan in place by 2019; have trebled the number of partners co-opted to Well Sefton with at least a third of those being private sector, bringing resources and new investment with them.
- **We want to hear people's stories of how Well Sefton has made a positive difference to their lives.**



# Well Sefton – The Collaborators



Matthew Ashton, Director of Public Health (Sefton and Knowsley Councils)



Brian Dawe, Development Manager SAFE Regeneration Ltd



Sefton CVS; Angela White OBE, Chief Executive (Centre) Matthew Ashton, (left) and Councillor Ian Moncur (right) Jan Campbell (not pictured here)



Davina Hanlon, Consultant in Public Health, Sefton Council



Claire Morgans, Chief Executive, YKids



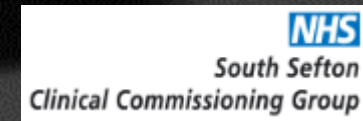
Dr Gina Halstead, GP in Bootle and CCG Clinical Lead for quality



Catherine Taylor, Public Health Lead, Sefton Council



Cate Murphy, Chief Executive, Regenerus

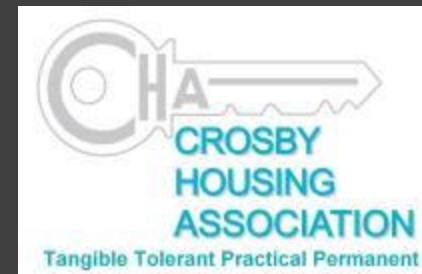


Tanya Mulvey, Primary Care Commissioning Improvement and Development Lead



# Wider Associates / Partners

but this is just the beginning.....



# How We've Organised Ourselves

Still developing this.....

## Well Sefton Collaborators Group

(this was the larger workshop groups)

### Core Group

(Thematic Group leads)

Thematic Group  
Branding Bootle

Thematic Group  
Community Food

Thematic Group  
Community  
Prescribing

# Influences: thinking about a social economy

UNIVERSITY OF LIVERPOOL

Study with Liverpool / Our research / About us

Search everything

A-Z Sign In

## Heseltine Institute for Public Policy & Practice

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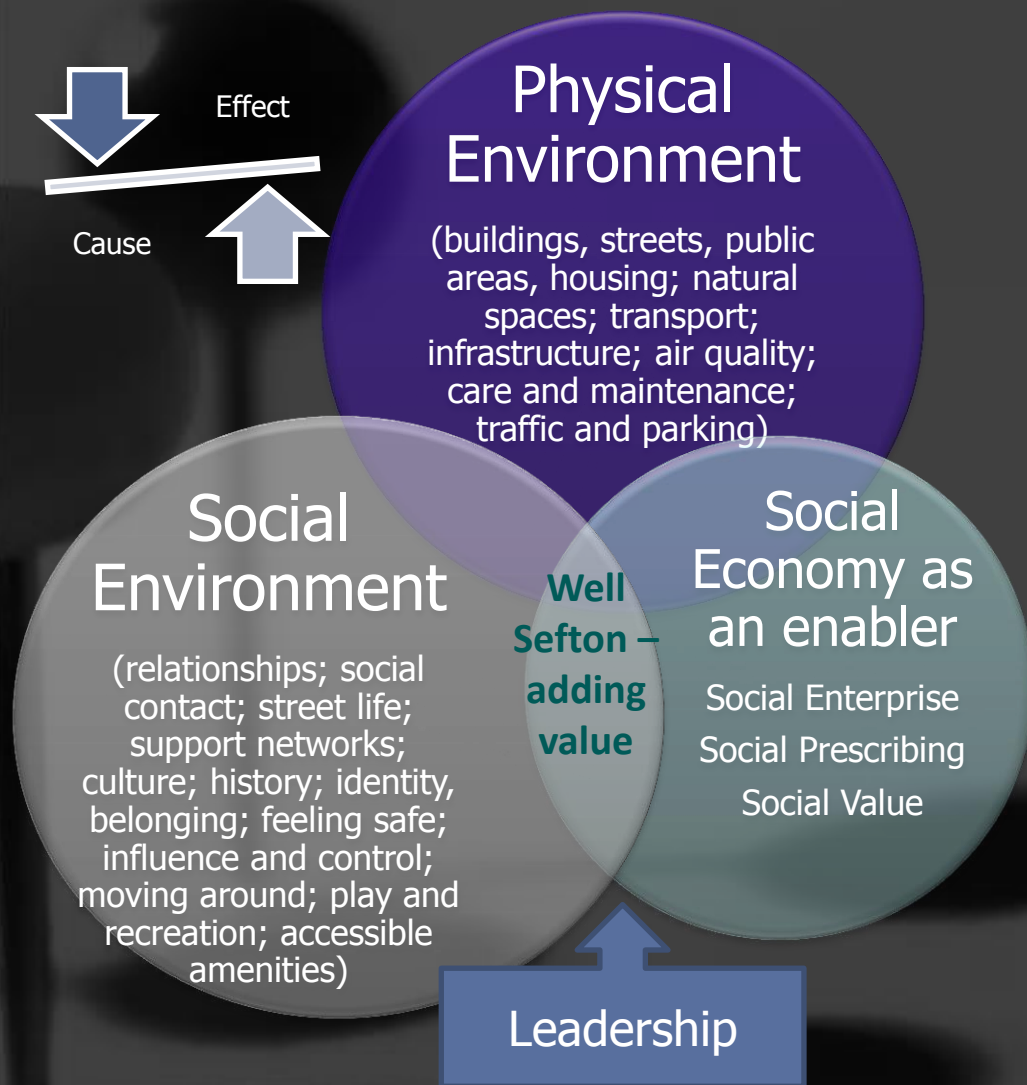
**Dr Alan Southern**

Co-Director, Heseltine Institute for Public Policy and Practice: Social Economy

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[asouth@liverpool.ac.uk](mailto:asouth@liverpool.ac.uk)

# Successful Place Making



*“The social economy is made up of charities, social enterprises, cooperatives and self-help initiatives that produce and distribute goods and services, employ people fairly and with dignity, and provide a means for savings and credit mainly at grassroots level. Those involved with the social economy will often campaign on behalf of people who have less power to influence and who may find themselves excluded from mainstream markets”.*

**Heseltine Institute  
 University of Liverpool**





## Issues

- Recession
- Austerity
- Welfare Reform
- Public sector reform
- Feeling healthy & happy
- Feeling proud & confident
- Feeling connected
- Healthy Places



## Opportunities

- Liverpool 2 (Container Port)
- Liverpool City Region – Devolution Deal
- Bootle Town Centre Investment Strategy
- Imagine Sefton 2030
- Vibrant VCF sector
- Our social entrepreneurs
- Our communities
- Our businesses
- Well North



## Our Big Ideas



# OVERVIEW OF INVESTMENTS

# Investing in our social entrepreneurs

(As community leaders and in their Big Ideas)

The logo for SAFE, consisting of the word "SAFE" in a bold, black, sans-serif font on a white rectangular background, which is centered within a light blue circular frame.

## Branding Bootle

#Destination Bootle

Community arts and  
cultural programme

The logo for regenerus, featuring the word "regenerus" in a lowercase, sans-serif font. The "us" is in pink, while "regener" is in black. Below the text are four circular icons: a pink one with a person, a green one with a leaf, a blue one with a gear, and a purple one with a power symbol. The logo is centered within a light blue circular frame.

## Community Food

Food as a platform to  
build community  
resilience through

Social supermarket  
"Community Shop"

Food growing  
A Flying Chef



## Regeneration through young people

Our vision for the  
transformation of  
Bootle is through its  
young people.



# Investing in shaping and growing new thinking – **social prescribing**



Matthew Ashton, Joint  
Director of Public Health  
(Sefton /Knowsley Councils)



Davina Hanlon,  
Consultant in Public  
Health, Sefton Council



Catherine Taylor, Public  
Health Lead, Sefton  
Council

**Connecting  
partners  
together:**

**Bromley by  
Bow learning  
on social  
prescribing  
and role of  
link workers**



Sefton CVS; Angela White OBE,  
Chief Executive (Centre) Matthew  
Ashton, (left) and Councillor Ian  
Moncur (right) Jan Campbell (not  
pictured here)



Dr Gina Halstead, GP in Bootle  
and CCG Clinical Lead for quality



Tanya Mulvey, Primary Care  
Commissioning Improvement  
and Development Lead



# Investing in: “Connectedness; Energy; Not Standing Still”

## A Business Growth function

These spectacular sculptures by Antony Gormley are on Crosby beach. There are 100 cast-iron, life-size figures spread out along three kilometres of the foreshore, stretching almost one kilometre out to sea.



<http://www.liverpoolecho.co.uk>

# Summary: Four Investment Objectives

## *Building a Brighter Bootle for Tomorrow*

### **Building Relationships**

Capacity  
Leadership

Invest in local leaders so that they may work well together to build new alliances, lever in new investment and build capacity for a brighter Bootle for tomorrow. (Supported by a Well Sefton Business Growth function).

### **Big Ideas**

Community Food  
Branding Bootle  
Social Prescribing

Invest in community food, arts and cultural programmes as a platform to enable local people to take back control of their lives, developing their skills and passions and improving their physical and mental well-being.

Increase the number of opportunities for young people and those who are the most disadvantaged in Bootle to access volunteering, training or work options, through branding Bootle as a destination for business and growth.

Test out new approaches to health and social care services which place community assets at its heart (social prescribing). Create the conditions which promote self sufficiency, self care and community problem solving

# Nine Investment Proposals

Investment Area	Well Sefton Partner Lead
Well Sefton Business Co-Ord / Growth role	Private sector (tbc)
Community Shop (bringing it to Bootle earlier)	Regenerus
Taking Root Co-ordinator	Regenerus
Flying Chef	Regenerus
Destination Bootle (Leadership development)	Safe Regeneration
Creative engagement programme (arts theme)	Safe Regeneration
Marketing & communications	Safe Regeneration
Community Prescribing Capacity Growing (Leadership development)	Y Kids / CVS / Public Health / CCG
Training / development for GP Practices (community prescribing)	CCG / CVS / Public Health



# **INVESTMENT PROPOSALS: THE DETAIL**



# Investment Proposal 1:

## Organisation and Economic Growth of Well Sefton

Investment 1	Social Impact	Outcomes	Sustainability
<p>Investment in the organisation and economic growth of Well Sefton – a <b>Well Sefton Business Growth role</b> 50:50 funded by Well Sefton for 3 years.</p> <p>This role would also provide resource procurement support for Well Sefton</p>	<p>The <b>Well Sefton Business Grower</b> would:</p> <ol style="list-style-type: none"> <li>1. Co-ordinate the Well Sefton partnership meetings and events</li> <li>2. Collaborate with wider commercial and business partners at both strategic and operational levels to broaden the capacity for the Well Sefton cooperative</li> <li>3. Link with other Well Sefton leads and related roles</li> <li>4. Income generation activity to 2018 and beyond with a fully funded Business Plan beyond 2018</li> <li>5. Support Well North activity and logistics</li> <li>6. Promote innovation and research activity</li> <li>7. Support evaluation of Well Sefton activity</li> </ol>	<p>A cohesive and supportive collaboration of Well Sefton partners, working together towards common goals.</p> <p>A trebling of the number of partners and investors signed up to the Well Sefton / Bootle brand by the end of 2018</p> <p>A trebling of the initial investment from Well North by the end of 2018</p> <p>The long term sustainability of the role achieved beyond 2018.</p> <p>A self financing Business Plan in place for 2019 - 2021</p>	<p>This would be offered as a three year opportunity in the first instance but part of the remit would be about building capacity for the Well Sefton programme, levering in investment, fundraising, grant opportunities, commissioning and contract income. The post would become self sustaining.</p>

# Investment Proposal 2: Community Food

Investment 2	Social Impact	Outcomes	Sustainability
<p>Investment to <b>ensure a social supermarket "Community Shop" comes to Bootle in early 2017</b></p> <p>The Community Shop will use food as the opportunity to have 1-2-1 conversations with people about life changes that will break the cycle of crisis.</p>	<p>7 FTE paid jobs in Community Shop</p> <p>500-750 individuals or families supported to have access to cheap quality food and further support about life changes.</p>	<ul style="list-style-type: none"> <li>• People will have access to healthier, affordable food, reducing food stress and leaving them with more money in their pockets</li> <li>• People will be offered support, advice and guidance to address the underlying reasons for food poverty, and/or poor health</li> <li>• The Community Shop will offer access to opportunities for, for eg. gardening/food growing that will impact on people's health</li> <li>• The Community Shop will, through its peer mentoring project, not only offer people a route back into employment, but will reduce social isolation and improve community resilience</li> <li>• This initiative will enable local people to take back control of their lives, improving their mental well-being</li> <li>• The Community Shop will be a sustainable enterprise after the initial capital injection</li> <li>• It will directly create jobs for local people</li> </ul>	<p>Match funding from ERDF and Sefton MBC, and Community Shop itself will put in match of upwards of £100k. That is the funding for the premises.</p> <p>Community Shop will create 7 FTE paid jobs immediately, fully funded by Community Shop at around £120,000 per annum.</p>

# Investment Proposal 3: Community Food

Investment 3	Social Impact	Outcomes	Sustainability
<p><b>Taking Root in Bootle</b> – investment to turbo-charge a post to support, facilitate and co-ordinate community organisations wishing to grow food in their own spaces.</p> <p>Post: 2 days a week for two years</p>	<p>20 new volunteer places – social impact of £47,500pa (target £28,500 )</p> <p>Secured additional £95,235 in land, equipment, seeds, and running costs for new community gardens (target £15,000)</p> <p>Improve well-being of at least 12 volunteers</p> <p>Improve the health and fitness of at least 20 people – with a social impact value of £28,220 (target of £16,932)*</p>	<p>There are around a dozen new sites that the Taking Root project could develop in the next year or so, co-ordinating the crop rotation so that there are significant produce yield which will:</p> <ul style="list-style-type: none"> <li>Offer free food to the south Sefton foodbanks</li> <li>Grow affordable fresh food for the social supermarket and local community cafes</li> <li>Identify potential specialist crops for high-end restaurants (commercial income)</li> <li>Offer meaningful employment to adults with learning difficulties</li> <li>Develop a buyers’ club for seeds, tools etc for all community growing projects</li> <li>Provide ongoing fundraising/contract tendering support to community projects</li> <li>Offer a sustainable volunteering opportunity – or social prescribing opportunity for local people – which will enhance their mental well-being</li> </ul>	<p>Regenerus would want to mainstream the post as the impact will be demonstrable and the majority of sites will be sustainable.</p> <p>Ideally, the fundraising, buyers’ club and sales (especially specialist crop sales) will contribute to mainstreaming the post. Initially, however, we need support to “kick” start the number of sites quickly to build up the economies of scale we need.</p>

# Investment Proposal 4: Community Food

Investment 4	Social Impact	Outcomes	Sustainability
<p><b>A Flying Chef</b></p> <p>Investment to create a community chef modelled on the community grower idea : namely that there is a co-ordination post that can support existing community cooking projects</p> <p>We would like funding for two years for this post, at an industry average of £24,811, with the first year being at 60% and the second year at 100%, giving a total of £43,674 (including on-costs).</p>	<ul style="list-style-type: none"> <li>• Train the trainers: helping to develop community caterers</li> <li>• Buyers' club for buying cheaper produce</li> <li>• Co-ordinating community meal events, bringing different communities together via food</li> <li>• Helping to develop commercial activity to subsidise community projects</li> <li>• Sharing recipes, etc across the area.</li> <li>• Offering catering assistants ILM/training posts</li> <li>• Enabling the growth of a network of community cooks, who could sustain more community projects</li> </ul>	<ul style="list-style-type: none"> <li>• Improved long-term physical health through improved diet</li> <li>• Reduction in obesity, especially childhood obesity</li> <li>• Reduction in social isolation through the community lunches</li> <li>• Stronger links between community groups and individuals</li> <li>• Enhanced community resilience</li> <li>• Improved mental well-being</li> <li>• Offering volunteer places and training</li> <li>• Creating a new job (and training placements)</li> <li>• Link to community prescribing activities.</li> </ul>	<p>This post, could be absorbed into the mainstream</p>



# Investment Proposal 5: Destination Bootle

Investment 5	Social Impact	Outcomes	Sustainability
<p>Capacity building to release time for <b>leadership &amp; concept development</b> – delivering on the community economic development plan.</p>	<p>Development of the capital programme, ensuring local people furthest away from the labour market have the skills in order to access employment opportunities</p> <p>Benefits for local schools, Tourists, Investors, Local Businesses and wider community</p>	<ul style="list-style-type: none"> <li>• Pub/eatery development (including pop-up pub offer)</li> <li>• Incubation units</li> <li>• Canal based tourism offer (canoeing/ cycling/well-being activities)</li> <li>• Community led housing scheme</li> <li>• Local people experiencing disadvantage through health inequalities, offered opportunities to volunteer, train &amp; gain employment.</li> </ul>	<p>This will become sustainable through a range of incomes, namely: Hotel beds, Food and Drink, cycle/Canoe hire, boat trips and mooring fees</p>

# Investment Proposal 6:

## Creative community engagement

Investment 6	Social Impact	Outcomes	Sustainability
<p><b>Investment to develop a creative engagement programme in Bootle</b></p>	<p>Benefits for local schools, tourists, investors, local businesses, wider community, Liverpool City Region (LCR) Students</p>	<ul style="list-style-type: none"> <li>• Community Festival (re invigorate the Bootle Festival @ Canal side)</li> <li>• Creation of a series of small public/ artworks</li> <li>• Greening of Investment strategy area (including doctors surgeries &amp; the Strand)</li> <li>• "destinationbootle" shop within the Strand</li> </ul>	<p>This work will become sustainable through close working relationship with One Vision Housing and other social Landlords.</p>

# Investment Proposal 7:

## Branding Bootle: marketing and communications

Investment 7	Social Impact	Outcomes	Sustainability
<p><b>Investment to support marketing and communications of Destination Bootle and Bootle as a wider offer.</b></p> <p>Creation of a Marketing and Communications post, and investment in website development and merchandising.</p>	<p>Benefits for local schools, tourists, investors, local businesses, wider community, Liverpool City Region (LCR) Students</p>	<ul style="list-style-type: none"><li>• Social media strategy (and implementation)</li><li>• Creation of series of arts &amp; cultural events (see creative engagement proposal.)</li><li>• #destinationbootle &amp; "where the bugs wear clogs" merchandise.</li></ul>	<p>The post will become sustainable through the tourist and accommodation offer and the selling of merchandise.</p>

# Investment Proposal 8: Community Prescribing

Investment 8	Social Impact	Outcomes	Sustainability
<p>Invest in <b>Well Sefton partner capacity</b> (Public Health / SSCCG / CVS and Ykids) to:</p> <p>a) Develop a <b>shared understanding</b> of community prescribing based on good practice and <b>develop a model which fits Bootle following a call to action</b> with local partners. Leadership development from Y Kids</p> <p>b) Identify and analyse <b>what the community prescribing marketplace looks like in</b> Bootle eg both commissioned and informal community activity. Appraise the offer and identify gaps / opportunities, working with key stakeholders. Promote <b>the offer</b> through community events (fairs / festivals)</p>	<p>More effective investment / joined up commissioning in formal and informal community activities and groups, matched to local issues.</p> <p>Less reliance on high cost health and social care services; funding deflected from primary and secondary care into the community.</p> <p>Greater community connectivity through promoting activities to referrers and citizens</p>	<ul style="list-style-type: none"> <li>• A shift away from a deficit model to an asset based social model of community support.</li> <li>• Tackling inequalities in health and wellbeing through a focus on the wider determinants of health eg tackling poverty, debt, housing, access to services</li> <li>• Effective joined up commissioning (for those organisations who fund the sector) working to a common understanding of available resources matched to local needs and demands.</li> <li>• Better experiences for those accessing activities – improved health and other social outcomes with needs being met within peoples own communities (place based).</li> <li>• Longer term: shift resources from clinical to community settings and groups as people rely less on high cost interventions.</li> <li>• Achieve a self supporting and self sustaining informal network of community activities which grow in response to the shift to a social model of community support.</li> </ul>	<p>This investment of time and capacity from key partners is to enable the start up of an active community prescribing marketplace in Bootle, building on what already exists.</p> <p>It is envisaged that, over time, as the model develops, new models of services will emerge and services may be mainstreamed or supported through self financing activity.</p> <p>Growth of volunteer and informal groups / networks which are self sustaining.</p>



# Investment Proposal 9:

## Community Prescribing:

referrals from GP practice to community activities



Investment 9	Social Impact	Outcomes	Sustainability
<p>c. Train reception staff in GP practices in South Sefton in motivational interviewing techniques in order to signpost patients to either a link worker or directly to a range of commissioned and non commissioned community activities.</p>	<p>Key reception staff act as signposting champions within the practice, and support patients where they have a non clinical issue eg money advice</p>	<ul style="list-style-type: none"> <li>• For the practice: Better use of practice resources – more GP clinical time freed up for clinical appointments.</li> <li>• Practice better aligned to range of community activities, maximising available community assets</li> <li>• For patients – better access to and choice of support available in the community</li> <li>• Health outcomes monitored – activity tracked on EMIS database</li> <li>• For the community – better connectedness between GP practice / patients and the wider community</li> </ul>	<p>Invest in a Train the Trainer model which is built into mainstream commissioned activity to support ongoing training and development of practice staff to include Health Care Assistants.</p>

# What might success look like?

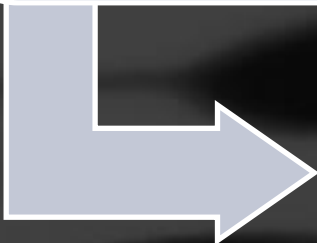
Too early to say; let's try something new and see what happens?

**By 2019:**  
Sustainable business plan  
2019 – 21  
3x no of partners  
(co-operative?)  
3x original investment



**Outputs: (Measures)**  
People supported in life skills, into volunteering, education, training, employment  
A thriving self funding community owned food movement / enterprise  
Start ups supported and growing  
A thriving community marketplace for health and other services – community support to solve problems  
Bootle is regarded as a place to visit, to live, to work, to love, to play, to learn and to do business

Think about  
**social  
economy  
measures  
and  
outcomes**



**Outcomes: (Stories)**  
Reduced social isolation  
People have more control over their lives  
Reduced food stress  
Improved health and wellbeing  
Less crisis intervention  
Bootle has an attractive "offer" to all  
People feel happy, proud, confident and connected; **dreams come true**

**Risk taking**  
**Innovation**  
**Space to try things**

# Key Issues

- **Short term**

- The Programme needs to start promptly after a prolonged period of discussion and needs to offer a mix of capacity building and new activity to maintain and build on partner energy and commitment.
- The programme needs capacity to support the complex nature of collaboration in Sefton.

- **Medium term**

- Accountability for funding to be agreed.

# KEY CONTACTS

**Well Sefton Lead:** Matthew Ashton, Joint Director of  
Public Health (Knowsley / Sefton)  
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